

**Enterprise M3 Board Meeting
2 December 2021
Chief Executive's Report – Item 6**

1. LEP News

- 1.1. We have been notified that we will hear about the results of the LEP Review in the Levelling Up White Paper which will be published before Christmas. It is unclear whether funding announcements will be made for LEPs/Growth Hubs at the same time.
- 1.2. Government have notified us that the second tranche of our core funding of £250,000 will be released on receipt of confirmation of our future budget position and confirmation of match funding of at least £125,000. We submitted our response this week which included £293,500 of match funding, including board directors time outside of main board meetings.
- 1.3. Michael Gove spoke at a meeting of county councils on 22 Nov and was asked about LEPs and said although a final decision is not made, "My preference is that powers, including economic development powers, are best exercised alongside other powers that rest in the hands of democratically elected, accountable leaders. That's just a preference, but we are reviewing the position at the moment.
- 1.4. Mark Bretton, Chair LEP Network has reinforced the point that LEPs are not only very democratically accountable with over 180 locally elected leaders on boards, but that LEPs also submit to full scrutiny as well as oversight from accountable bodies.
- 1.5. Government officials have reiterated that the position remains unchanged. **No decisions have yet been taken in respect of LEPs.** Such decisions will have to be taken internally, before moving to a wider Whitehall process, neither of which has yet happened.
- 1.6. The LEP Network now have a date to meet the BEIS SoS of 15th December and will be joined by a DLUHC minister (TBC). Michael Queen and Kathy Slack have meetings with Michael Gove and Kwasi Kwarteng in early December.
- 1.7. Michael Gove's position totally aligns with work we have been doing with both HCC / SCC and districts about feeding into Growth Boards or Economic Prosperity Boards. We provided an update to the EM3 board at the recent board briefing following the Spending Review. We may be able to say more by the time of our board meeting in December but it is good news that we have already been talking a lot to our local authority partners and building up our working partnerships.

2. Latest evidence on the economy and labour market

- 2.1. Board Directors will have received a slide deck of the latest economic and labour market data for EM3. The headlines and summary are as follows:
 - The impact of lockdown on the number of businesses in EM3 area is modest – a very small overall reduction, mostly amongst micros (1-9 employees) and some (10) larger businesses (250+ employees) (details of these companies will not be available for some time)
 - Very low unemployment rate (people claiming work-related benefits) inc. amongst young people
 - Economic growth in EM3 slowing down since "un-lockdown" bounce – future looks challenging: Inflation now at 4.2% - highest in almost a decade; consumer confidence falling; job vacancies rising
 - Significant growth in job vacancies across certain sectors with significant skills shortage and skills mismatches
 - Note that mental health skills in very high demand in the October league table of top ten hard skills vacancies
 - Note a hike in demand for Green jobs – a rise of 180% in one year – this is where the challenges of transforming to a low carbon world meets opportunities for new jobs and careers

3. Growth Hub Activity

- 3.1. We continue to maintain a high profile at Partner events in particular those focussing on Net Zero.

- 3.2. The Growth Hub funding programmes are gaining traction and we are delighted that our Female Business Leaders programme is so popular that we have added an additional cohort. To date we have filled 5 of the 6 cohorts for the overall Growth Hub funded Peer Programme.
- 3.3. The Growth Hub team were invited as guests to experience the new and exciting facilities at the Royal Holloway University. Both teams are very keen to forge a collaborative working partnership so that both the Growth Hub, the University and our clients benefit from both the facilities and the combined expertise
- 3.4. We continue to forge positive relationships with our partners and this month we have had the opportunity to explore how we can be supported by and can support the British Business Bank which is an important relationship made even more so by the outcome of the recent budget announcements

4. Business Readiness/Cluster Activity

- 4.1. The South Central Cluster of growth hubs led by EM3 are working together to promote the Government's Help to Grow initiative delivered through business schools, including the University of Winchester, Solent and Portsmouth Universities within the cluster area. This 3-year initiative is a high priority for BEIS to support business leaders with their leadership skills with an aim to boost productivity via this mini MBA.
- 4.2. A recent survey by the FSB found that only 56% of their members agreed there was a climate emergency and only 30% had made plans towards reaching net zero. To help raise the awareness of the net zero information available to SMEs the South Central Cluster collaborated to promote net zero support to businesses and partner organisations, including attending the Business South Annual Conference on 4th November alongside Coast to Capital and Solent Growth Hubs and representatives from the LoCASE ERDF carbon reduction project, sign posting businesses to the SME Climate Hub for information and to grants to help them to take action to reach net zero by 2050.

5. Trade and Investment

- 5.1. We worked alongside the county councils of Surrey and Hampshire to respond to a DIT space-focussed enquiry. The company manufactures satellites' solar arrays and aims to generate up to 200 new jobs. The DIT were impressed with the comprehensive details submitted and the range of sites identified. This is a competitive enquiry with many LAs submitting proposals.
- 5.2. Following the launch of the Animal Health HPO in September 2021, we have already received three animal health enquiries (from India). We have met with two of these and provided them with additional information. We will meet them again in the upcoming weeks.
- 5.3. We have been engaged in HCC-led EU Interreg "Everywhere International SMEs (EIS2)" project, aimed at supporting SMEs across the southeast to export and internationalise post Covid 19. The project, delivered with five European nations, complements DIT's Internationalisation scheme, and will support EM3 LEP's emerging Trade & Investment strategy. The focus for HCC and LEPs will be "disruption of the supply chain in high-value sectors, post-covid". Workshops will be delivered by the LEP, with HCC, WSX Enterprise and EM3 Growth Hub.
- 5.4. We have been having regular conversations with the Government of Western Australia and the Italian Trade Agency. We are organising thematic roundtables, bringing together businesses from abroad as well as from our local region, with the ambition of identifying new collaborations.
- 5.5. We have commissioned a report in partnership with DIT which will look at the overall financial and professional services landscape in EM3. This work will focus on mapping out the make-up of financial and professional services companies in our region and highlight the sub-sector strengths. These services are a key part of our economy and a growth sector. This work will aim to see where we need to focus more resource and what future growth opportunities our region can take advantage of.

6. Sector Activity

Games

- 6.1. Offered soft-landing support on introductory call to recent inward investment success Sledgehammer Games. Expected to become one of Guildford's largest game development studios within two years.
- 6.2. Secured inward investment for Guildford from small game development studio Catchy Games following 'Guildford or London?' enquiry through the Guildford.Games website. The studio currently employs 6 people in Turkey to support their successful mobile game.
- 6.3. Progressed promising inward investment enquiry from The Game Assembly (Sweden) which looks likely to land Q2 2022. Presented opportunity for them to receive free office space from Surrey Research Park after discussion with Grant Bourhill. Likely to visit Guildford for an EM3 organised tour of the town in Q1 2022.

- 6.4. Attended quarterly catch up with DIT around HPO, proposed event in Feb 2022 to highlight investment opportunities in Guildford.
- 6.5. Guildford Games Festival due to take place Friday 3rd December. More than 9 hours of original video content has been recorded for the event to be broadcast on streaming service Twitch. With just two weeks of notice, Valve indicated that a Steam feature (as in 2020) may be possible again in 2021. The time constraint has made this activity very difficult to organise but it is hoped that we might be able to secure the feature again.

Space & Satellite

- 6.6. The UK National Space Strategy was launched by George Freeman MP in September. The strategy sets space & satellite as a priority area for the government, especially in relation to enabling clean growth, finding solutions to climate change, and improving security and defence. We are supporting by taking forward the focus on cluster development, collaboration, access to skills & trade & investment.
- 6.7. We have been creating a Digital Space Hub – a virtual platform that will bring together all space organisations across the region, thereby raising a sense of community belonging. The platform will also support trade & investment activity & promote the sector. We aim to launch the platform in Jan 2022.
- 6.8. To celebrate World Space Week 2021 in October 2021, we launched our own week of activities aimed at promoting careers in space, among university students and college pupils (Year 7-13). All activities were delivered in partnership with the South Coast Centre of Excellence in Satellite Applications, and the Satellite Applications Catapult. All the universities and Solent LEP were involved.
- 6.9. We are organising business support workshops, to support space SMEs & Start-Ups in our region. This will be delivered in collaboration with EM3 Growth Hub & will run from January 2022 until March 2022.

Animal Health

- 6.10. We are organising a business support cohort for animal health & med-tech organisations across our region. This will be delivered with EM3 Growth Hub, and in partnership with the Animal Health Innovation Network, led by the University of Surrey.
- 6.11. We have been supporting the Animal Health Innovation Network and SPRINT Southampton (Space Research Network) in organising a cross-sector workshop combining satellite applications and animal welfare management. This will take place on 2nd December at vHive, University of Surrey.
- 6.12. We are working with the Animal Health Innovation Network to organise an animal health focussed careers & employability conference to take place at the end of March 2022. We are working with EM3 Careers and Enterprise (CEC) Team to collate a library of animal health focussed careers videos to share with the schools and colleges across our region.

7. Clean Growth

- 7.1. The past month's activity has been focused on COP26 related activity, the detail of which will be in the Net Zero Agenda item presentation.
- 7.2. We ran a pilot Net Zero business support event with Test Valley Borough Council bringing together the local Net Zero support available for business. This was billed as a pilot as it is the type of activity that we could offer to other local authorities or partners to assist them with their Net Zero ambitions. The event showcased a great local case study of a business starting their journey to Net Zero using local support. Warrens Stationers in Winchester, who had been referred by the Growth Hub, explained how they accessed funding and support from EMPHASIZE3 via GreenTech South to make energy efficiency savings and move to an electric van.
- 7.3. We are bringing in a dedicated Net Zero associate to strengthen our Net Zero business support activity in response to demand from companies.
- 7.4. We are exploring the area of Green Finance and this will be the focus of our next Clean Growth Forum on the 6th December. A representative from The Green Finance will be joining the Forum.

8. Skills

- 8.1. The Skills Advisory Panel (SAP, 18 November) facilitated a detailed discussion with employers and education & training providers about skills challenges faced by the Social Care sector. Proposed activity looks to help create a more positive value proposition for the sector to help attract interest not only from young people but also older workers.
- 8.2. The SAP is doing a refresh of the Skills Action Plan & Local Skills Report – although the ambitions and priorities will remain unchanged, new data offer fresh ideas to help create a more inclusive, diverse EM3 labour market.

- 8.3. The Apprenticeship and Skills Hub is using data shared at the SAP to help target 250+ EM3 Low Carbon businesses to help identify and address skills needs.
- 8.4. The LEP is working with employers from the gaming sector and the Apprenticeship & Skills Hub to help create some flexi-apprenticeship opportunities to help address higher level skills gaps. Working with a training provider, hand-picked by the employers, this could be the first of its kind in the region.
- 8.5. The Innovation South Virtual Campus platform has now seen over 1,000 enrolments (over 1/3 from EM3 businesses) across the 15 online level 4-5 courses. Across the EM3 LEP area, businesses in Basingstoke & Deane are particularly engaged, followed by Winchester and Test Valley. The project will be presented at the next Catalyst South Skills meeting on 2 December, with an opportunity for neighbouring LEPs to get involved.

9. Careers and Enterprise

- 9.1. Collaboration with QMC, and their partner Guild, to promote E-sports courses and the EM3 funded facilities has been successful with the event being over-subscribed almost 2.5 times. We have added a second session with a waiting list. The event will also be promoting many careers and career pathways in the e-sports area.
- 9.2. Parent engagement has been well received, with information and resources on careers and career pathways being shared. Schools have appreciated the additional support and engagement supporting their work.
- 9.3. Working with Hampshire County Council on a destination data information session for Hampshire schools. Current challenge of schools completing destination data, as an activity that gives no short term operational impact, and GDPR regulations have created more challenges. Destination is a key requirement of the careers strategy and part of the Gatsby Benchmarks, and supports informed decision making about skills and training.
- 9.4. Working with Southern University Networks to promote ambassador platform which allows not only younger people, but also those looking to upskill/reskill, to interact with careers advisors, apprenticeship advisors, university students and employers.

10. Gigabit EM3

- 10.1. At the October Board meeting it was agreed to proceed with soft market testing to gather information from potential suppliers to inform the drafting of the Invitation to Tender (ITT) documentation and to gauge the level of interest in the market in the opportunity to build and operate the fibre spine. Activity during October and November to progress this can be summarised as:
 - Direct contact initiated with about 40 potential investors or suppliers.
 - Detailed information pack for potential co-investment/delivery partners produced, including a list of questions from which the answers will help shape key sections of the ITT
 - The project and opportunity to work with us was promoted on the main industry news website [New UK Full Fibre Link Planned to Connect Hampshire into Surrey - ISPreview UK](#)
 - The response has been encouraging. To date meetings have been held with 6 potential partners in order to discuss the opportunity further and several other organisations have expressed interest in a meeting or further information. This is a better hit rate than we had expected and discussions suggest a positive reaction to the proposals and the work that has been undertaken to shape and scope the project.
 - We have also been considering experience from elsewhere in the UK with projects that have some similarities with the approach that we are adopting and there is transferable learning from their experiences which is proving useful. HCC Procurement Team are also providing specialist advice.
 - Our current expectation is that the formal procurement process could commence early in January.

11. European Funds

- 11.1. There is a separate report on European programmes for noting in board directors meeting pack. In summary:
 - RFEA, the Forces Employment charity have been successful in bidding to deliver the EM3 Armed Forces Veterans and Families project over the next two years with a value of £1.4M ESF (European Social Fund) to support armed forces veterans and their families into employment in the EM3 area.
 - EM3 EU project team have passed an audit on our European Social Fund Technical Assistance project and have received their final payment and conducted project closure activities. This now

means that both TA audits have been positive and upon payment of the final ERDF claim, all claims will be met. I now view as low risk the likelihood that we will be audited further with minimal possibility of the EU clawing back funds.

12. Enterprise Zones

Basing View

12.1. The 5G Living Lab project is due to get underway with the successful appointment by Basingstoke and Deane Borough Council of a supplier to deliver the scheme.

Longcross Park

12.2. The public realm works related to the development of the Discovery Building have now been completed and the new pond has been refilled. This completes the LEP- supported project at this site. Aviva Funds, who now fully own the site, are marketing the ground floor of the building to bring a café/delicatessen provider to the site.

Whitehill and Bordon

12.3. The sale process Homes England have undertaken for the Techforest site at Whitehill & Bordon is nearing completion. Recommendations for the most attractive bids by prospective developers are being considered by the Homes England Board and National Development Director this month. If this is successfully completed, then the new owners would take over the site from Spring 2022.

13. Communications & Stakeholder Engagement

13.1. Since the end of September, the Chair and myself have had a string of very positive meetings with local MPs: Angela Richardson (Guildford), Ben Spencer (Runnymede & Weybridge); Jeremy Hunt (SW Surrey). Each has been an opportunity to set out the added value of LEPs to regional economic growth support as the future of LEPs is being considered. A meeting with Spelthorne MP and BEIS Secretary, Kwasi Kwarteng is in the diary for early December. The Surrey Heath MP and Levelling Up Secretary, Michael Gove has confirmed a meeting in early December and we have a meeting with NW Hampshire MP and Minister of Crime and Policing, Kit Malthouse, set up for January.

13.2. I am very grateful to our HE Board representative, Mark Smith, who has coordinated a letter signed by all Vice-Chancellors in our area and sent to Kwasi Kwarteng, Michael Gove and local MPs. The letter expresses universities' support for EM3 LEP and highlights areas of the LEP's work that our universities value highly.

13.3. Website and social media highlights:

- Good coverage of a press release about the search for a partner for the Gigabit Town and Rural Project in both ISPreview and Basingstoke Observer.
- A dedicated e-newsletter promoting the free business support available in the area, including the Growth Hub peer network campaigns and the various DIT and BEIS campaigns reached 2000 people and saw 359 opens, delivering 52 users to the website.
- A dedicated e-newsletter timed to be sent at the end of COP26 highlighting the various support to businesses for decarbonisation and net zero. The newsletter was sent to all contacts on the LEP & Growth Hub databases and has seen a significant level of engagement, opened more than 1100 times.
- Social media followers are continuing their steady increase – Twitter up to 4,678 followers while LinkedIn has broken the 1,000 barrier.
- The top tweet of the month - about starting your journey to net zero event hosted by EM3 in partnership with Test Valley Borough Council and Greenwich South saw 600 impressions.
- The top LinkedIn post was about Enterprise M3 Chair Michael Queen speaking at the British Business Bank round table event sharing his reaction to the Regions and Nations Tracker Report and its implications for the South East - 304 views, 9 reactions

14. Transport/Infrastructure

14.1. Since the publication of their Transport Strategy last year, we continue to work closely with Transport for the South East (TfSE) to determine what transport infrastructure is needed to boost the region's economy. This relationship has been strengthened recently with the appointment of our LEP Board member, Daniel Ruiz as one of two LEP representatives of the TfSE Partnership Board. This level of

engagement helps to ensure we are at the forefront of influencing their Strategic Investment Plan (SIP). As part of this process the TfSE Chairman recently met with the Chairs and Chief Executives of all the Catalyst South LEPs. This helped to demonstrate that we are all fully engaged, able to provide a strong and collective business voice and ensure that supporting the economy of the South East remains a central aim of all TfSE work.

- 14.2. As well as strategic level activity around transport, we continue to work with a range of partners at a more local level and in recent months have been actively participating in several projects reviewing and assessing the role of town centres in supporting the economy. The Revive & Renewal Action Plan recognises the changing role of town centres with the growth in the market for co-working spaces, the move away from city centre living, promoted by the pandemic and the challenges for high streets resulting from the ongoing move to on-line retail.
- 14.3. We have been helping to ensure that we help to shape the future role of town centre specifically in Woking and Camberley. In Woking we have been a key stakeholder in Woking Town Centre Masterplan Engagement Sessions, which have been reviewing the impact of the LEP investment in the town to date improving public realm and supporting housing growth. In Camberley the engagement has been more hands on, participating in 3 workshop sessions to see how to brand the town in the future. In both cases we have taken the opportunity to emphasise the importance of innovation in transport and mobility in Camberley and Woking that has given an impetus by a greater willingness to encourage walking and cycling over cars. We have also highlighted the need to support new business opportunities that may become abundant for start-ups and diversification particularly in the low carbon economy, and in digital sectors.

15. Delivery Plan

- 15.1. The latest EM3 Delivery Plan dashboard is attached to this report at Appendix 1.

Kathy Slack - Enterprise M3 Chief Executive
24 November 2021



Appendix 1

enterprise **m3**

Delivering prosperity through innovation

ENTERPRISE M3

DELIVERY PLAN

2021-22

Strategy

Areas for the LEP to develop this year are:-

Revive & Renew
implementation with partners

Future Vision of LEP
development and implementation of the new model

Intelligence & Analysis

Enabling the delivery

To support the delivery of the strategic aims, the LEP has central support to ensure effectiveness and efficiency

Communications & Promotion

Contract & Procurement

Governance

Financial Management

Performance Management

Key delivery themes

Within each of the themes of Revive and Renew are actions and plans that the LEP will deliver. These include **thought leadership, convening, support to businesses, and capital projects**

Job creation and skills for employment

Digitisation and an ultra-fast digital infrastructure

Growth in our low carbon economy

Business-led innovation and international trade

Supporting our town centres

New Transport & Smart Mobility

Strategic relationships

A very important enabler of all of the work that is carried out by EM3 is partnership working.

Key strategic relationships include, for example:-

Catalyst South

South Central Cluster

TfSE

Heathrow Strategic Planning Group

Joint Leaders Board

'Cross cutting' programmes

In addition to the delivery themes, there are two further delivery programmes that cut across more than one delivery theme

Support to businesses: Growth Hub Service; Peer to Peer programme; EU programmes

Capital programmes: EM3 Capital projects; EZ, Getting Building fund

DASHBOARD DECEMBER 2021 UPDATE



INTRODUCTION

- This dashboard includes all deliverables and key performance indicators from the Delivery Plan. Deliverables are outputs from our projects (not activity we do on an ongoing basis/ business as usual activity). KPIs measure how well our services are performing. We have KPIs for the Growth Hub, Capital programmes, and the Careers and Enterprise Company.
- The dashboard provides progress for all deliverables and KPIs, and status on whether we are on track to deliver what we said we would.
- The RAG status provided for each deliverable is defined:–
 -  Progress is on track and as planned
 -  Slight issues or delay but plans in place to rectify
 -  Issues or delays and currently no plans to rectify
 -  Activity is complete

Key messages for this Dashboard

- The progress of activity in the Delivery Plan is largely on track despite additional activity that the LEP has had to respond to during this period
- Uncertainty of the outcome of the Levelling Up White Paper and the LEP review is causing some of the strategic activity to be delayed. The LEP continues to take a pragmatic approach and needs to wait for Government to properly outline their approach and that the first priority for the LEP must be its sustainable future
- The uncertainty of future core funding and Growth Hub funding is impacting on the LEPs ability to sufficiently resource the Growth Hub activity – a core and critical contract that must be delivered
- Both the CEC and the Growth Hub have undergone annual reviews during this period, and the capital programme has had a mid year review. All with positive outcomes

DASHBOARD: STRATEGY & DELIVERY

Strategy and Comms

Key Actions and description	Progress	Lead	RAG	Due
CRM procured and embedded into the LEP/ Growth Hub operations	Complete	RS	<input checked="" type="checkbox"/>	Q1
Outline Vision for the LEP to feed into the LEP Review	Engagement carried out with stakeholders to inform the focus for the future vision. Agreed at Board in May. Will inform future direction. Complete.	SM	<input checked="" type="checkbox"/>	Q1
Future vision and implementation plan for the future LEP/GH	Pending the outcome of the LEP Review, work continues to develop our vision for a business-led LEP/Growth Hub, consider potential scenarios on a contingency basis, and engage partners. More detailed implementation planning to take place and to be discussed with the Board as soon as the outcome of the LEP Review is known.	SM	G ●	Q4
Stakeholder Engagement mapping and Communications and Engagement Plan	Approach tested with Team, and now ready for roll out with each individual team, and the Board.. Comms and Engagement Plan will be developed following the mapping exercise. Finessing and development of comms focused on EM3 business services underway and awaits outcome of LEP review.	SL	G ●	Q4
NEW: LEP Review communications campaign	A programme of activity has been developed and promoted across the LEP Network to reinforce the key activity and impact of LEPs	SL	G ●	Q3
MP Engagement	Key meetings being arranged for Chief Executive and Chair to meet with the regions MPs to promote the impact of the LEP	SL	G ●	Q3
Income Generation Strategy and Plan – to expand our business, to assist growth in our economy and aid the LEPs future financial stability	Phase 2 underway with stakeholder engagement and further development of options. We continue to work with and seek guidance from RFAC and the Board, as our income generation plans develop, and the future direction of LEPs becomes clearer.	AB	G ●	Q4

DASHBOARD: STRATEGY & DELIVERY

Digital

Key Actions and description	Progress	Lead	RAG	Due
Gigabit EM3 roadmap defined	Soft market testing well underway as part of the initial stages of procurement for a co-investment delivery option through a DBOM contract. Initial results of soft market testing are proving very positive and the outcome of this will inform the formal Invitation to Tender, which is planned to start in the new year	KL	G 	Q4

Clean Growth

Key Actions and description	Progress	Lead	RAG	Due
Clean Growth Pilot projects delivered (GBF Programme)	All projects complete	JP	<input checked="" type="checkbox"/>	Q1
Clean Growth Pilot evaluation developed	The Clean Growth Pilot (capital) programme is nearly completed. Following practical completion then a light touch evaluation will take place. As the practical completion of the Winchester projects was delayed this evaluation will likely be complete in Q4.	JP	G 	Q4
Business support offer developed for green skills and clean growth	During Q1 we developed the Clean Growth Business Service in line with the Revive and Renew action plan. A new process was developed with the Growth Hub to identify businesses that are in the low carbon sector and/or interested in Net Zero.	JP	<input checked="" type="checkbox"/>	Q3
NEW	The offer has been further developed and we are in the process of recruiting a new Growth Hub associate.		G 	New
Develop Growth Hub offer – for businesses to diversify into low carbon market	New referral system established and in place to highlight this opportunity to businesses. In addition, we are identifying those businesses already working in the low carbon sector. This support is an area that needs developing as the new Clean Growth Business Service develops.	JP	G 	Q4
Establish a CO2 emissions methodology	Guidance updated in the EOI template last year. However, with the uncertain future funding a methodology has not yet been developed. In discussion with Chair of Clean Growth Forum as to how the group can assist in this.	JP	A 	Q4

DASHBOARD: STRATEGY & DELIVERY

Smart Mobility

Key Actions and description	Progress	Lead	RAG	Due
Mobility and Transport Action Group reimagined	Meetings of the Group continue to held monthly. In November 2022 the Group discussed how they would suggest prioritisation of the limited LEP funding in the future with a strong focus on innovation and technological solutions, working in partnership.	KT	<input checked="" type="checkbox"/>	Q1
Contribute to the Surrey Infrastructure Plan (SIP)	Working with Surrey CC, our priorities are aligned around developing a programme to deliver schemes that will grow a sustainable economy so everyone can benefit; enable a greener future; empower communities and tackle health inequality. This also links closely to the Surrey Place Ambition and One Surrey Growth Board, both of which we continue to be engaged in.	KT	<input checked="" type="checkbox"/>	Q2
Support development and delivery of Airport Towns Event	Complete – outputs will continue to be fed into our narrative around the importance of aviation to the local economy, especially in towns close to airports, though the value of spreads throughout the EM3 LEP Area.	KT	<input checked="" type="checkbox"/>	Q2
HSPG Economic Development Vision and Action Plan complete	Complete - Draft version complete and will continue to be developed and supported.	KT	<input checked="" type="checkbox"/>	Q3
Response to the Government’s Transport Decarbonisation Plan	Currently working on setting out a short, focused document with a series of key actions, which the LEP can lead on and which can make a demonstrable difference building on our own strategy and that of TfSE, to move slowly towards carbon reduction. Making a series of marginal gains are likely to be more achievable and combined can have a substantial impact and this could lead to greater investment elsewhere.	KT	G 	Q4
Work with partners to develop future smart mobility projects	Identify potential projects that can be codeveloped with private and public sector partners that focus on low carbon, smart mobility and innovation.	KT	G 	Q4

DASHBOARD: STRATEGY & DELIVERY

Job Creation and Skills

Key Actions and description	Progress	Lead	RAG	Due
EM3 Apprenticeship & Skills Hub	Launched in Feb 2021, fully resourced with Sector Leads for Construction, Digital, Gaming and Low Carbon. (Levy) Transfer to Transform scheme launched and already attracted >£100k contributions.	JM	<input checked="" type="checkbox"/>	Q1
Business Ambassador Platform	Working with SUN to engage business ambassadors to the platform to give young people meaningful interactions and opportunity to learn about roles, career pathways and industries directly from people doing the job.	TT	G 	Q2
Employers Building Futures Campaign	Development of value proposition and programme for employers to sign up to help young people be more informed about their future career choices and be prepared for the world of work.	TT	G 	Q2
National Centre for Sustainable Construction	Focus on retrofitting; setting up a network of relevant skills provision at advanced and higher levels. LEP involved in funding bids to create short courses at levels 4-6.	JM	A 	Q4
Digital Higher Skills Partnership	Input from an existing Digital Skills Partnership (SE LEP) plus employers to identify skills challenges and help shape the model. Universities have indicated interest in being involved.	JM	G 	Q4

DASHBOARD: STRATEGY & DELIVERY

Trade & Investment and Sector work (1)

Key Actions and description	Progress	Lead	RAG	Due
Space Hub Landscape Report	It will be updated at the end of USKA Space Cluster Project No.2 in April 2022.	FC	<input checked="" type="checkbox"/>	Q1
Plan developed to expand Games Cluster	First Guildford.Games special interest group established and now operational (EDI Action Group). Model to be replicated across other cluster development topics.	SR	<input checked="" type="checkbox"/>	Q2
Plan developed to expand Space Cluster	Completed in August 2021 / Refined in September 2021, as part of the application to UKSA Space Cluster Development Project No.2.	FC	<input checked="" type="checkbox"/>	Q2
Application to UKSA Local Space Cluster Development Project NO.2 (2021-22)	Submitted on 17th September 2021	FC	<input checked="" type="checkbox"/>	Q3
Launch Space Hub	Launched in July 2021 at Space Comm Expo 2021	FC	<input checked="" type="checkbox"/>	Q3
Deliver Animal Health HPO	Completed in August 2021. Launched on 15th September 2021	FC	<input checked="" type="checkbox"/>	Q3
World Space Week 2021 – Businesses to academia / colleges & schools	Completed. It took place during the first week of October 2021.	FC	<input checked="" type="checkbox"/>	Q3

DASHBOARD: STRATEGY & DELIVERY

Trade & Investment and Sector work (2)

Key Actions and description	Progress	Lead	RAG	Due
Guildford Games festival	Announced in September, online event with in-person awards in December	SR	G 	Q3
Launch of Animal Health Innovation Network	Ongoing	FC	G 	Q4
Create a clear process with all partners involved in trade and investment	Initial meetings between local authorities to discuss our approach to delivering a collaborative inward investment approach across the LEP area. We are proposing a more partnership approach to the proposal put forward by Surrey which is to have an internal inward investment service - Invest in Surrey. We are proposing a similar model for working with Hants. Our knowledge on development of HPOs and sector engagement is already landing inward investments in the area	Alex	G 	Q4
Trade & Investment proposition for EM3	Have pulled together sector propositions and collateral for 'why invest in EM3' and now working with white label to produce a draft inward investment proposition for January 2022	Alex	G 	Q4
Investor portal on website	Working with EM3 Communications Manager to build inward investment web page which will hopefully go live in January 2022	Alex	G 	Q4
Everywhere International SMEs (EIS2) Project	EU Interreg Project supporting SMEs across Hampshire and Surrey to internationalise	FC/IM	G 	Q4 NEW

DASHBOARD: SUPPORTING DELIVERY

Key Actions and description	Progress	Lead	RAG	Due
Annual Report published	Report was published online and showcased at the Annual General Meeting	SL	<input checked="" type="checkbox"/>	Q1
Annual General Meeting held	Annual General Meeting held with over 200 in attendance	SL	<input checked="" type="checkbox"/>	Q1
New Chair appointed	Michael Queen appointed and started as chair on 1st August 2021	JT	<input checked="" type="checkbox"/>	Q1
Publish 2021-22 Delivery Plan	Delivery Plan for the year 21-22 published online	LD	<input checked="" type="checkbox"/>	Q2
Mid Year Conversation: part of the formal review process	Review meeting held with Government on 30 th September. A very positive meeting where no issues were raised. Also gave the opportunity to share wider LEP and GH activity with Government colleagues	LD	<input checked="" type="checkbox"/>	Q2
Approach developed for future funding	Development of the future fund (c£5m in 22-23) is progressing well. Engagement with partners is currently underway to inform the focus and purpose of the fund. Reporting back in the new year regarding proposition	LD	G ●	Q3
Process Review programme: review our internal processes to ensure effective and efficient delivery	Initial reviews held to focus on Claims part of the process. Further engagement will take place prior to changes being implemented. A full end to end process review is currently on hold due to resource constraints and also the need to develop the future funding approach	LD	A ●	Q3
Learning and Development Plan	Developing a learning and development programme, which aims to create a cohesive team, ready to take on challenges in times of change. Working with an external Insights Development practitioner, the programme began roll out in November 2021.	AB	G ●	Q4
Annual Performance Review	Will be scheduled for January/ February 2022	LD	G ●	Q4
Board Effectiveness programme	The Board effectiveness evaluation will provide a valuable feedback mechanism for improving Board effectiveness, maximising strengths and highlighting areas for further development. It is expected to take place over Q3/Q4 21-22	JT	G ●	NEW
Financial Planning	2022/23 budget building, updating medium term financial plan, incorporating scenario planning in the face of uncertainty of future funding and direction of LEP. 2022/23 budget to be agreed in Q4.	AB	G ●	NEW
Capital Programme planning	Work is under way to prepare for projects that will not conclude by March 2022 (this is the EM3 Capital funded projects only). This includes ensuring that Deed of Variations are in place.	LD	G ●	NEW

DASHBOARD: GROWTH HUB

Key Actions and description	Progress	Lead	RAG	Due
Peer to Peer programme	Five cohorts are in progress with another one to be completed by March 2022. Additional support has been drafted in to enhance the promotion, and support the co-ordination and delivery of this programme along with the three programmes outlined below.	JS	A 	Q4
Pilot project: coaching service to female Business Leaders (she/her)	Appointed Delivery Partner to run these cohorts. There has been significant demand for this programme. There are two cohorts up and running and a further one ready to start.	JS	G 	Q4
Pilot project: coaching service to New business leaders development programme	Appointed Delivery Partner. This programme is aimed at people who are new business leaders. The first cohort is almost ready to run.	JS	A 	Q4
“Technopreneur” Peer learning group: space/tech/ gaming businesses	Appointed Delivery Partner. This new programme is aimed at Technopreneurs looking to innovate, develop and succeed	PS	A 	Q4
Diversity for businesses	In the conception phase. Initial research and analysis being carried out to inform the development of the service to be provided to businesses	JS	G 	Q4

Growth Hub KPIs

Table 1 shows KPIs for the Growth Hub that are reported upon regularly. Table 2 are KPIs that will be reported at the end of the contract

Table 1

Indicator	Target	Q1-September	Total to date (cumulative)
Total number of unique visitors to Growth Hub website	12,000	2530	4740
Enterprises receiving high intensity support (HIGP)	180	56	123
Referrals to core partners	120	-	185
Support provided Face – Face to date	300	-	287

Table 2

Indicator	Target
Increased turnover	20%
Job safeguarded	180
Support provided by phone	3,500
Number of businesses acting on advice	120
Total hours of direct business support	2,400
Increased Innovation	75%

DASHBOARD: CAPITAL PROGRAMMES

GBF projects, including projects currently under 'change request'

Projects	Total LEP funding	Completion due by	R/A/G
Gigabit EM3 Towns & Rural	4.5	Q4 21/22	G
Creative Tech Growth Booster	0.9	Q2 21/22	G
Vaultex Park, Ride & EV Charge	5.65	Q4 21/22	A
Future Towns Mobility Demonstrator	0.96	Q4 21/22	G
Basing View 5G Living Lab	1.96	Q4 21/22	G
Blackwater Valley Gold Grid - Hampshire Public Transport Corridor	1.28	Q2 21/22	G
Workspace pilot – Chantry House, Andover	0.24	Q2 21/22	G
Electric Vehicle On-Street Charge Point Installation Pilot	0.47	Q1 21/22	G
Fleet Pond Green Corridor	1.4	Q2 21/22	G
Workspace pilot – Login Business Lounge, Camberley - GRANT&LOAN	0.2	Q1 21/22	G
Workspace pilot – Simpleworking Ltd - LOAN	0.3	Q1 21/22	R Project has not been able to confirm that it is able to proceed. Review point – End November

Unallocated funding available: £2.3m

EM3 Capital Programme projects still receiving funding in 2021/22

Projects	Total LEP funding	Completion due by	R/A/G
Brooklands College Weybridge Development - LOAN	0.5	Q1 21/22	G
Aldershot Regeneration Union Street East	1.2	Q1 21/22	G
Farnborough Growth Package (A325)	6.7	Q1 22/23	G
Woking STP Phase 1	3	Q4 21/22	G
Guildford Sustainable Movement Corridor (West)	3.2	Q3 21/22	Funding withdrawn
Guildford Town Centre and approaches	0.7	Q2 21/22	G
Blackwater Valley Hotspots	2	Q3 21/22	G
EZ3 Longcross Discovery Building	1.9	Q4 21/22	G
Future Towns Innovation Hub	2.9	Q1 21/22	G
Fleet Town Centre Recovery scheme	0.3	Q1 21/22	G
North Downs Line	0.9	Q3 21/22	G

Capital Programme KPIs

Output	2020-21		2021-22	
	Target	Actual	Target	Total to date
Jobs created	950	809	642	352
New homes	700	784	700	349
New employment floorspace	7,500	7,190	6,770	2364
Apprenticeships	400	383	400	721
Learners supported	1,200	8369	3,000	7827
Create/refurb. learning floorspace	2,500	3,573	4,000	2524
Buildings retrofitted	-	-	24	22
CO2 savings (kg)	-	-	503,180	71,506

CAREERS AND ENTERPRISE COMPANY (CEC) KPIS

CEC KPIS

Target	KPI	Nov 21	Commentary
Engage 115 schools and colleges with the CEC programme.	115 schools engaged with CEC	85	Please note that this number is based current FTE capacity. EM3 did not fully match CEC funding for full 115.
Maintain an EA match to education institutes in network	98% EA match	86%	EA recruitment strategy in place. There is a loss of some EAs at the beginning of each academic year - personal reasons, change of roles.
Education Institutes within network to achieve Gatsby Benchmarks	At least 2 KPIs	80%	
	An average of at least 4 KPIs	3.77	
Education institutes within network achievement for Gatsby Benchmark One	40% to achieve 100% on Gatsby Benchmark One	34%	
Evaluation of events to receive an overall 'good' rating	Overall 'good' rating	--	Data not yet available

Key points on performance raised at the Annual Review:-

- The CEC team have established a new dynamic and are working toward becoming a Careers Hub
- Capacity remains a challenge given the size of the network in EM3
- Strong performance of the EAN against the current KPIs often equivalent or above many established Careers Hubs
- The LEP is increasingly focussed on businesses and business need, the first among which is talent and skills and positions the work of the CEC team alongside trade and enterprise