

**Enterprise M3 Board Meeting
3 February 2022
Chief Executive's Report – Item 5**

1. LEP News

- 1.1. We are still waiting for the results of the LEP Review but expect this to be announced in the Levelling Up White Paper due to be announced early February. We heard before Christmas that LEPs would have a role going forward but the level of funding is still to be confirmed.

2. Latest evidence on the economy and labour market

- 2.1. Summary from the latest economy, labour market and skills dashboard.
- Consumer prices increased by 5.4% in December, a further surge in inflation and higher interest rates expected in 2022
 - Over 2,000 additional people in PAYE payroll in October and November, huge increase in demand for staff in January compared to 2021
 - Demand for nurses, care workers, chefs and cleaners remains high with a stronger demand for sales and elementary occupations
 - Skills in high demand include finance, auditing and accounting with a strong demand for 'green' jobs
 - Women across UK have shifted from part-time to full-time working in the pandemic
 - Home-hybrid working has increased and remote working has increased workers hours

3. Growth Hub Activity

- 3.1. The Growth Hub has launched a new Bid Writing Support Service. We are delighted to welcome Kevin Brooks to the Associate team who has many years of bid writing experience. This pilot project which will run up to 31st March 2022, is offering up to 16 hours of check and edit support for Innovate UK funding to our eligible SMEs with an aim to increase grant investment to innovative SMEs.
- 3.2. BEIS have confirmed that the Peer Networks Programme, now in its second year, will not be continued in the next financial year 2022/23. The Growth Hub continues to deliver on the current Peer Networks Programme which ends on 31st March 2022, with a renewed focus on supporting the hospitality, retail and leisure sector. The peer learning focus for BEIS going forward will be via the Help to Grow Management and Digital Programme which is now fully open to SMEs and we are supporting the University of Winchester with their recruitment of SMEs onto cohorts.
- 3.3. The Growth Hub has funded six Peer cohorts focussing on Tech Start Up, Female Business leaders and new business leaders. These have been hugely successful with all six cohorts filled and eligible businesses continuing their business journey as Growth Hub clients.
- 3.4. We are very excited to have launched an online diagnostic tool called GROWTHmapper to support our clients identify key areas of business priority that they would like the Growth Hub and our Partners to support with. This tool is now being cascaded to all new clients

4. Business Readiness/Cluster Activity

- 4.1. A joint cluster outreach telemarketing agreement has been reached with Blueberry Marketing Solutions and the three other Growth Hubs in our cluster. Blueberry will be contacting new business contacts over the next two months with the aim to increase Growth Hub referrals, extend our client reach and provide up to date survey data on a weekly basis. A full report will be available by the end of March.

5. Trade and Investment

- 5.1. On 20th January 2021, we attended UK Government's Africa Investment Summit, exploring trade and collaboration opportunities between the UK and countries in Africa, especially within clean growth and green technology.
- 5.2. In December 2021, EM3 registered 13 FDI successes, compared to 11 in November 2021. There are currently 33 active projects in the pipeline.

6. Sector Activity

Games

- 6.1. 2021's Guildford Games Festival took place in December. 9 hours of original video content was produced for the festival featuring local business interviews and careers insights to the global public via Steam and Twitch.
- 6.2. Headline stats:
 - 2.2m unique viewers of the festival content
 - 275,000 total hours of content watched by participants
 - 9100 unique visitors to the Guildford.Games cluster website
 - 608,000 impressions achieved by the Guildford.Games Twitter account
- 6.3. A webinar to promote our HPO is being organised with DIT to take place on 9th November. Titled "Innovation in the UK's Hollywood of Games: How to capitalise on Guildford's immersive expertise", the event will highlight the games companies that have already invested in Guildford and share tips with prospective inward investors around how to improve their chances of success here.

Space & Satellite

- 6.4. We are launching a series of space-focused business support workshops, targeting start-ups and early-stage SMEs in the region. Starting on 9th February 2021, it will be delivered with EM3 Growth Hub.
- 6.5. We are working with Government of Western Australia (both in the UK as well as in Perth) to organise a space focussed roundtable to take place at the beginning of March 2022. This will help us bridge businesses across the globe and explore common grounds and interests.

Animal Health

- 6.6. We are organising a set of animal health careers initiatives and events, to take place end of March 2022. These are being organised with EM3 Careers and Enterprise Team, and University of Surrey.
- 6.7. We are currently working with DIT HPO team to identify a number of foreign markets to work with on the animal health sector. This will be done through a target generation exercise.
- 6.8. We are working with DIT India to support three Indian Animal Health FDI projects.

7. Skills

- 7.1. We are exploring a potential regional collaboration project with the Greater South East Energy Hub and the Retrofit Academy CIC that would help address vital skills and training needs to help decarbonise the thousands of homes and buildings in our area through retrofitting.
- 7.2. The Apprenticeship & Skills Hub are utilizing business data provided by the LEP to help target 250+ low carbon businesses in EM3 to explore and address their skills needs.
- 7.3. A refresh of the EM3 Skills Action Plan and Local Skills Report, due to be published at the end of January 2022, will update the local skills context including the effects of the pandemic and our departure from Europe. The Report will also include examples of LEP skills projects that are addressing employers' skills and recruitment needs.
- 7.4. The first Skills Advisory Panel (SAP) of 2022 heard from employers who have skills needs related to business-to-business sales. The presentations were well-received with several significant actions being noted for our colleges and universities in response. The SAP also heard from the new Institute for People-Centred Artificial Intelligence at the University of Surrey – an opportunity to further develop our Big Ambition for a Digital Higher Skills Partnership.

8. Careers and Enterprise

- 8.1. Lead Enterprise Coordinator focused on development of strategy and relationships with Independent Training Providers to promote alternative career pathways to young people
- 8.2. Working with employer advisory group on a 'Purposeful Business' webinar series to address skills challenges that employers face. The first planned event will be a Q&A panel with 'Equality, Diversity and Inclusion as the theme.
- 8.3. Continued development of careers service strategy for network to transition to a careers hub in the next academic year

9. Gigabit EM3

- 9.1. A successful round of soft market testing with potential investors and suppliers has been concluded and the detailed documentation for the procurement process is now being prepared.

10. Clean Growth

- 10.1. The Clean Growth Forum met in December to discuss green finance. One of the biggest barriers to the uptake of low carbon is access to finance. We had a speaker from the Green Finance Institute who outlined some of the existing and new finance products that are in the market to help meet this challenge. Different financing approaches will be particularly relevant when looking at how to best use future EM3 funding to meet our Net Zero ambitions.
- 10.2. We have started referring Growth Hub clients to Chris Fry, our new Net Zero Associate. The addition will provide a much more comprehensive service to businesses on how to start their Net Zero journey.

11. European Funds

- 11.1. There is a separate report on European programme for noting in board directors meeting pack. In summary:
- We have received full payment for the technical assistance activities and claw-back of any EU funds is unlikely.
 - The Managing Authorities provided extensions to all EM3 ESIF projects that it was shown were offering value for money and performing well.
 - We have 9 ESF projects contracted in the EM3 area providing support to employers and/or individuals for progression into work or return to employment and 10 contracted ERDF projects delivering valuable support for SMEs.

12. Enterprise Zones

- 12.1. The Enterprise Zone Programme Steering Group met in December 2021 and agreed that as the first five years of development on the three Enterprise Zone sites and the Business Rates discount are coming to a conclusion, it was the right time to review the first Implementation Plan. This would take into consideration changes to the property market and the impact of Covid, such as changing working patterns and the surge in film and TV production. The outcome of the review will enable the Steering Group to generate a new plan for future investments and developments that take advantage of changes in the commercial property market as well as new infrastructure such as the Fibre Spine.
- 12.2. The Steering Group also considered an update to the Business Rates Income forecast. To date, the income generated averaged just under £170k each year. While net income generated is lower than originally forecast, it does enable the LEP to repay the loan provided by the Accountable Body which supported the initial operational costs for the Zone. Across the three sites, the original forecast estimated that a net £243m BRIG would be generated over the 25-year lifetime of the Enterprise Zone. With delays to developments at each site, and changes to use on sites, this had been revised to around just over £111m. Further work is needed on the estimates of future BRIG in order to take into account the impact of revaluations which will begin in 2023.

Basing View

- 12.3. The 5G Living Lab project is getting underway with the successful contractor, Cellnex UK Ltd undertaking initial planning and project costings.

Longcross Park

- 12.4. The area of the site owned by Ark Data Centres sees site clearance and preparation work underway to create the new data centre campus. Overall, this will deliver over 29,000 sqms of commercial floorspace when complete with the first phase due to go live in 2023.

Whitehill and Bordon

- 12.5. Oxford Innovation have recruited a new Innovation Director to support businesses within the centre. This will provide additional support to facilitate growth and development of the embryonic space cluster as well as other businesses located in the Base Innovation Centre.

13. Communications & Stakeholder Engagement

- 13.1. Initial planning has begun for the 2021/22 Annual Report and in-person AGM. Both will focus on our impact on business and our ongoing offer.
- 13.2. A New Year's message from Michael Queen was sent to around 3500 businesses and stakeholders and was well received.
- 13.3. The EM3/Growth Hub websites continue to be integrated and refreshed and will be complete before the end of Q3.

- 13.4. We have resumed our MP/Minister engagement programme and recently had a positive meeting with Kit Malthouse MP.
- 13.5. Website and social media highlights: We have a new suite of marketing materials to market the Growth Hub as a service which will continue to be used on social media and the website.

14. Infrastructure, Transport and Place

- 14.1. As previously reported to the Board, the LEP has been actively involved in considering how best we respond to the growth in the market for co-working spaces. As part of our response to this we held a fully online workshop event in January to hear about the progress of the £500,000 pilot programme we implemented after the first Covid lockdown and the initial evaluation and assessment of how we the LEP can best add value in this area of activity going forward.
- 14.2. Over twenty people, from workspace providers, users and local authorities, joined online to hear the story of one of the projects we have supported – Login Business Lounge. The owner, Steve Coburn, described the journey he had taken, supported by the LEP and other local partners in Camberley to create a new co-working and business support facility in the town centre with the aim of being a Destination Workspace. This scheme helps address issues we highlighted in the Revive & Renew Action Plan around the move away from city centre living and the challenges for high streets resulting from the ongoing move to on-line retail.
- 14.3. At the event we also updated attendees on our evaluation work to date as well as an analysis of this commercial property sector in the EM3 area and what the next kind of development might be in this sphere.

15. Delivery Plan

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

16. Staffing Changes

- 16.1. Two valuable members of staff will be leaving the LEP in March - Rob Dunford and Jennie Pell. Both have had a significant impact on the LEP and we wish them well.

Kathy Slack - Enterprise M3 Chief Executive
26 January 2022



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 FEBRUARY 2022 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

- 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.
- There is a lot of new activity supporting and developing the clusters
- 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
- Key members of staff leaving will impact delivery – eg clean growth strategy development


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 - CRM 'super user' training/rollout with key colleagues ongoing	RS		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		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	A ●	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
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		Q3
MP Engagement	Key meetings held with Chief Executive and Chair to meet with the regions MPs to promote the impact of the LEP - Kwasi Kwarteng Spelthorne MP & SoS BEIS and Kit Malthouse NW Hants MP & Police & Crime Minister	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
Website development	Integration of EM3/Growth Hub websites and home page and template refresh	RS	G ●	Q4

DASHBOARD: STRATEGY & DELIVERY

Digital





Key Actions and description	Progress	Lead	RAG	Due
Gigabit EM3 roadmap defined	Soft market testing completed and proved successful. Detailed documentation now being created for the formal stages of procurement for a co-investment delivery option through a DBOM contract. Procurement route being discussed with Accountable Body.	KL	G 	Q4

Clean Growth

Key Actions and description	Progress	Lead	RAG	Due
Clean Growth Pilot projects delivered (GBF Programme)	All projects complete	JP		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. The new Growth Hub associate is now in place and receiving referrals. We have developed a 2 stage offer. All businesses referred will receive an initial assessment. Those that are ready to proceed will be offered further support to make their Net Zero journey.	JP	G 	Q4
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. This will be delayed into 2022/23	JP	R 	tbc

DASHBOARD: STRATEGY & DELIVERY

Smart Mobility

Key Actions and description	Progress	Lead	RAG	Due
Mobility and Transport Action Group reimagined	Having considered a range of key policy areas in 2021, currently working with the Chair of the Group to consider how we can continue to work proactively with industry partners and the Group can add value to the LEPs activities, going forward in 2022.	KT		Q1
Contribute to the Surrey Infrastructure Plan (SIP)	Surrey County Council is consulting on the latest version of the Surrey Place Ambition. This is an important stage in the process and we will be responding so as to give us an opportunity to develop ideas into actions and to reach a genuine collective understanding of our priorities and how we will achieve them.	KT		Q4
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		Q2
HSPG Economic Development Vision and Action Plan complete	Draft version complete and will continue to be developed and supported. Following staff changes at Thames Valley Berkshire LEP, we are considering whether it is appropriate to take on the chairmanship of the HSPG Economic Development Group to help drive the economic agenda in this important area of activity.	KT		Q4
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	There remains interest across a range of private sector and local authority partners to work with the LEP on codeveloping schemes and projects. Some progress can be made, but until there is a firm decision on how we might use our remaining capital funds, there is limited progress that can be made and a danger of raising expectations unrealistically and carrying out abortive work.	KT	A 	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 attracted >£300k contributions.	JM		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 discussions about a regional training network for Retrofit roles with Greater South East Energy Hub.	JM	A 	Q4
Digital Higher Skills Partnership	Focus on Artificial Intelligence and Cyber Security; collating a potential membership list of employers (who will lead), colleges and universities.	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		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		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		Q2
Application to UKSA Local Space Cluster Development Project NO.2 (2021-22)	Submitted on 17th September 2021	FC		Q3
Launch Space Hub	Launched in July 2021 at Space Comm Expo 2021	FC		Q3
Deliver Animal Health HPO	Completed in August 2021. Launched on 15th September 2021	FC		Q3
World Space Week 2021 – Businesses to academia / colleges & schools	Completed. It took place during the first week of October 2021.	FC		Q3

DASHBOARD: STRATEGY & DELIVERY





Trade & Investment and Sector work (2)

Key Actions and description	Progress	Lead	RAG	Due
Guildford Games festival	Announced in September, very successful online event with in-person awards held in December	SR		Q3
Launch of Animal Health Innovation Network	Supposed to be launched in November 2021, but has now been postponed to March 2022 due to internal challenges faced by University of Surrey. It is a temporary issue.	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. Being delivered in collaboration with Hampshire County Council and WSX Enterprise	FC/IM	G 	Q4 NEW
Space Business Support Workshops	Delivered with EM3 Growth Hub – in progress, due in February 2022	FC	G 	Q4 NEW
Animal Health specific careers events	Delivered with EM3 CEC Team and University of Surrey – in progress, due in March 2022	FC	G 	Q4 NEW
Space focussed roundtable	Being develop with Government of Western Australia – in progress, due in March 2022	FC	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		Q1
Annual General Meeting held	Annual General Meeting held with over 200 in attendance	SL		Q1
New Chair appointed	Michael Queen appointed and started as chair on 1st August 2021	JT		Q1
Publish 2021-22 Delivery Plan	Delivery Plan for the year 21-22 published online	LD		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		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. Slight delay in presenting proposition due to LEP Review delay	LD	G 	Q4
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 the need to develop the future funding approach and establish what supporting processes will be required	LD	A 	Q4
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. Roll out to wider team in January and February 2022	AB	G 	Q4

DASHBOARD: SUPPORTING DELIVERY

Key Actions and description	Progress	Lead	RAG	Due
Annual Performance Review	The APR is scheduled for 9 th February. The assessment ratings are the same as last year and will be “met” or “Improvement needed”. This will be attended by Chief Executive, Chair, and S151 Officer from the Accountable Body	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 Q4 2021/22 and Q1/2 2022/23	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 outline budget reviewed by RFAC in January 2022 – to be presented to the Board for endorsement in February 2022. A final budget will be presented for approval once details about the funding and direction of LEPs emerge - following the outcome of the Government’s LEP review and the Levelling-Up White paper.	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
NEW: Annual Report 2021-22	Work is underway to draft the Annual Report which will highlight the successes and impact the LEP has had on the region during 2021-22	RS		
NEW: Annual General Meeting 2022	This years AGM will be held earlier than normal (May) so work is underway to plan the event	SL		

DASHBOARD: GROWTH HUB

Key Actions and description	Progress	Lead	RAG	Due
Peer to Peer programme	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. 4 Cohorts out of 9 are underway, therefore unlikely to meet the original target. BEIS confirmed no further funding nationally in 2022-23	JS	A ●	Q4
Pilot project: coaching service to female Business Leaders (she/her)	There has been significant demand for this programme. There are now 3 cohorts up and running	JS	G ●	Q4
Pilot project: coaching service to New business leaders development programme	This programme is aimed at people who are new business leaders. There are 2 cohorts up and running	JS	G ●	Q4
“ Technopreneur ” Peer learning group: space/tech/ gaming businesses	This new programme is aimed at Technopreneurs looking to innovate, develop and succeed. 1 cohort is up and running	PS	G ●	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	A ●	Q4
NEW: Bid Writing Support Service	This new programme is up to 16 hours of support for Innovate UK funding to our eligible SMEs. Will run to the end of March	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	Total to date (cumulative)
Total number of unique visitors to Growth Hub website	12,000	6676
Enterprises receiving high intensity support (HIGP)	180	174
Referrals to core partners	120	286
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

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 20/21	G
Basing View 5G Living Lab	1.96	Q3 22/23	G
Blackwater Valley Gold Grid - Hampshire Public Transport Corridor	1.28	Q4 22/23	G
Workspace pilot – Chantry House, Andover	0.24	Q2 21/22	
Electric Vehicle On-Street Charge Point Installation Pilot	0.47	Q4 21/22	G
Fleet Pond Green Corridor	1.4	Q4 21/22	G
Workspace pilot – Login Business Lounge, Camberley - GRANT&LOAN	0.2	Q1 21/22	
Workspace pilot – Simpleworking Ltd - LOAN	0.3	Q1 21/22	Funding withdrawn

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	2021-22	
	Target	Total to Q2
Jobs created	642	466
New homes	700	349
New employment floorspace	6,770	9,520
Apprenticeships	400	767
Learners supported	3,000	8,631
Create/refurb. learning floorspace	4,000	4,569
Buildings retrofitted	24	24
CO2 savings (kg)	503,180	71,506

Unallocated funding available: £4.9m

CAREERS AND ENTERPRISE COMPANY (CEC) KPIS

CEC KPIS

Target	KPI	Jan - 22	Commentary	R/A/G
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	83%	EA recruitment strategy in place. Term One sees a loss of some EAs at the beginning of each academic year - personal reasons, change of roles. We have a better view of loss and building a recruitment pipeline.	
Education Institutes within network to achieve Gatsby Benchmarks	At least 2 KPIs An average of at least 4 KPIs	79% 3.99	1% drop – COVID restrictions, and new Careers Leaders in term one sees a change in evaluations as they learn the role and undertake training and receive support. Increase in average KPI	
Education institutes within network achievement for Gatsby Benchmark One	40% to achieve 100% on Gatsby Benchmark One	38%	Improved performance	
Evaluation of events to receive an overall 'good' rating	Overall 'good' rating	--	Data not yet available	

- KPIs are based on academic year, not financial year
- Continued development of strategy for transition to becoming a Careers Hub
- Strong performance of the EAN against the current KPIs often equivalent or above many established Careers Hubs
- Developing webinar series with employer advisory group to help employers address skills challenges