

enterprise **M3**
JOINT LEADERS BOARD

Enterprise M3 Joint Leaders Board

Notes of the meeting of the Joint Leaders Board held on 13 March 2024, via Teams.

Attendees:	
Cllr Rob Humby	Chair, Hampshire County Council
Jackie Waldron	Hampshire County Council - Minutes
Cllr Martin Tod	Leader, Winchester City Council
Laura Taylor	CEO, Winchester City Council
Daniel Mouawad	CEO, Spelthorne Borough Council
Michael Queen	Chair, Enterprise M3
Stephen Martin	Managing Director, Enterprise M3
Michael Coughlin	Surrey County Council
Dan Grindey	East Hants District Council
Dawn Hudd	Guildford & Waverley Borough Councils
Lawrence Nicols	Spelthorne Borough Council
Apologies:	
Cllr Paul Harvey	Leader, Basingstoke & Deane Borough Council
Cllr Natalie Bramhall	Cabinet Member for Property & Waste, Surrey County Council
Cllr Tom Gracey	Leader, Runnymede Borough Council
Cllr Bruce McDonald	Leader, Elmbridge Borough Council
Cllr Joanne Sexton	Leader, Spelthorne Borough Council
Cllr David Whitcroft	Leader, Surrey Heath Borough Council
Cllr Phil North	Leader, Test Valley Borough Council
Cllr Paul Follows	Leader, Waverley Borough Council
Cllr Anne-Marie Barker	Leader, Woking Borough Council
Cllr Richard Millard	Leader, East Hants District Council
Cllr Julia McShane	Leader, Guildford Borough Council
Cllr David Neighbour	Leader, Hart District Council
Cllr Gareth Lyon	Leader, Rushmoor Borough Council
Tom Horwood	CEO, Guildford & Waverley Borough Councils
Russell O'Keefe	CEO, Basingstoke & Deane Borough Council
Adam Chalmers	CEO, Elmbridge Borough Council
Joanna Killian	CEO, Surrey County Council
Damian Roberts	CEO, Surrey Heath Borough Council
Gill Kneller	CEO, East Hants District Council
Carolyn Williamson	CEO, Hampshire County Council
Daryl Phillips	CEO, Hart District Council
Paul Turrell	CEO, Runnymede Borough Council
Paul Shackley	CEO, Rushmoor Borough Council
Andy Ferrier	CEO, Test Valley Borough Council
Julie Fisher	CEO, Woking Borough Council
Gary Westbrook	Hampshire County Council

1. Apologies

Rob welcomed everyone to the very last meeting of the EM3 JLB.

Apologies were noted.

2. Minutes of the last JLB meeting and Annual Scrutiny Meeting – 29 November 2023

The minutes were agreed.

3. LEP Integration Update

Stephen Martin started by saying that he wanted to update on key changes with an opportunity for any questions. The responsibility for LEP functions was transferring to Hampshire and Surrey County Councils at the end of March. The last meeting of the EM3 Board is 25 March, the EM3 LEP will no longer operate after this month. Formal decisions are to be made between the two counties on how EM3 assets will be shared out. As of 1 April the EM3 team will be transferred to HCC within the Hampshire 2050 Directorate. The same LEP functions will continue to be delivered by the staff who are currently working on those functions. This is a transitional arrangement, pending a future reorganisation within HCC.

LEP functions in Surrey will be delivered by the existing economy team in Surrey County Council. Both counties are putting in place suitable governance arrangements from April 2024. This will be headed by One Surrey Growth Board in Surrey. Hampshire are establishing a new Hampshire Prosperity Partnership Board; a shadow board is currently helping to set this up.

We are still waiting to hear from central government regarding confirmation of funding for 2024/25. EM3 has worked constructively with both counties to make the transition as smooth as possible.

Daniel Mouawad commented that he had heard very clearly how obliging the team have been during the transition and would like to thank everyone on how well the team have dealt with this. The organisation has accomplished some remarkable work. This Joint Leaders Board has been able to help, shape and steer what has been delivered. The Surrey board only has one leader across all of the local authorities in Surrey. Daniel put forward a formal request for the final balance of EM3 assets to be communicated to all partners, including the districts and boroughs. An excellent job had been done with the governance of EM3 and everyone's contribution was appreciated.

Rob Humby mentioned that he had had a discussion with Natalie Wigman in the Hampshire 2050 Directorate and her words have been that the EM3 staff have been absolutely brilliant in this transition.

Michael Queen responded that there is no formal plan to communicate to the stakeholder groups on what balances are being transferred. He would strongly urge that the County Councils share that information. EM3 have acted as a facilitator to bring partners together. There is nothing sensitive about the balances and he would encourage the County Councils to embrace and adopt that partnership approach.

Michael Coughlin responded by saying that he totally endorsed what had been said. When it is clear what the figures are then there is every intention that SCC will share that information for the Surrey footprint.

Rob said that we need to make sure that we all line up together and that this is something that will be picked up between Hampshire and Surrey.

4. EM3 delivery during 2023/24, including February Managing Director's Report

Stephen reported that he had provided this group with the most recent Managing Director's report. The main message today is that as an organisation we have done everything we can to deliver and make a difference for the communities in the region. We have been working closely with the County Councils during the transition process, to make sure that everything was handed over to the counties in the best possible way.

Growth Hub – this has continued to be 'business as usual'. There has been a comprehensive programme of workshops. Tried to focus on some of the key future challenges that businesses are facing; for example, an event on artificial intelligence was run in December. Always trying to extend the reach of the Growth Hub service.

Cluster Development – helping to nurture high potential clusters within our region. During 23/24 there was a focus on low carbon aviation, with the establishment of a jet zero taskforce.

Skills – delivered a lot this year across several initiatives. Supported Surrey Chambers of Commerce with the development and implementation of the Local Skills Improvement Plan, and support to Further Education colleges with the Local Skills Improvement Fund projects. Also supporting new Skills Bootcamp programmes, working with both counties.

Careers Hub – delivering a Higher and Degree Apprenticeship Fair at Sparsholt College tomorrow.

Green Is Good – including webinars for SMEs to help them to begin their net zero journey. A short documentary featuring businesses across Hampshire and Surrey on their Net Zero journey was premiered recently on SKY digital TV.

Rob expressed a massive thank you for continuing to do all the work that has been done especially during the changes that have been happening.

Martin Tod said that it was an impressive and energised report and a high standard had been set for the authorities. Credit to Stephen for what he has achieved with the team during a difficult time.

5. EM3 – lessons learned

Stephen Martin presented slides that are still a work in progress. Having this discussion with JLB today would enable him to incorporate any comments into the lessons learned.

There are four themes. 1. About the EM3 Board, 2. About working in partnership, 3. About the team, 4. Some messages for central government.

About the EM3 Board

Bringing together businesses, education and local government has been genuinely creative. Leaders have made a big commitment of their time and effort, due to clarity of purpose, a meaningful decision-making role, and high quality support. Transparency and impartiality have built trust amongst partners. The EM3 Board has achieved a 50/50 gender mix.

About Working in Partnership

Articulating a simple mission / vision helped to engage partners and enabled clear communications about who EM3 was and what they did. Convening businesses and partners can create value for relatively low cost. Working across boundaries can unlock opportunities, with some initiatives being more powerful on a larger scale. It is OK for others partners to lead and take the credit.

About the Team

During 23/24 and in previous years EM3 has focused on delivering a clear plan with a limited number of priorities and specific deliverables. Having a mix of skills and experience and a hybrid public-private culture has been invaluable. EM3 has been successful in building and maintaining a reputation among partners for being outward-facing and positive. The team and EM3's decision-making process have been sufficiently agile to respond to new opportunities and changes to partners' priorities.

Some Messages for Central Government

LEP functions are being transferred to upper tier local authorities at a time when those authorities are under severe financial pressure. Central government should enable local authorities to make the most of every penny by minimising the cost of planning and reporting processes and putting in place multi-year funding agreements for programmes such as Growth Hubs and Careers Hubs. In future years, the level of funding for local economic development and associated programmes needs to match the level of ambition.

Stephen commented that he would welcome any reflections on the slides and suggestions for other lessons that could be incorporated.

Michael Queen felt that the LEP had demonstrated that an organisation mainly funded by public sector funds can be entrepreneurial. If the two Local Authorities can absorb this lesson then this will have an incredible impact. There should be a commitment to specific deliverables; what gets measured is what gets done. The great thing about working with Surrey and Hampshire is the passionate people across the region who are committed to making the two counties a better place to work. Keeping the passion will lead to great things in the future.

Daniel Mouawad commented that all the partners can rightly be proud of the legacy that has been generated over the years, and proud of their contribution to this wider partnership. The work of the LEP is not done yet. If the messages can be fine-tuned, then they can be used to engage with central government; we need investment, in order for this remarkable work and success to continue and so that we continue to be the significant contributor to UK plc that we have been in the past.

Rob agreed with that, applies to funding and a whole range of things that we deliver.

Laura Taylor spoke and said that being part of this partnership has been an absolute pleasure and thank you. A high calibre, diverse board has been critical. One of the strengths of the LEP is that it has always been forward leading, looking towards the next 5-10 years. Another huge strength has been being boundary blind, which should be taken into account. We have been a good partner and have tried to help other LEPs to create a board like this one. This has been an exemplary LEP and they are handing a fantastic package to the Local Authorities.

Michael expressed huge gratitude to the councillors who have sat on the LEP Board and JLB; he had gained huge insight into the pressures that they are under. The creativity has been really impressive. On behalf of the LEP he expressed his thanks to the councillors who had given their time.

Stephen thanked everyone for their reflections. He expressed a really big thank you for the kind words about what EM3 have done this year.

6. Closure of EM3 Joint Leaders Board and thanks

Rob said that change can be very uncertain but can also be very exciting. If you do not work in partnership then you do not achieve anything and that is exactly what the EM3 LEP has done. It was said in Parliament that EM3 LEP was one of the best in the country. A huge thanks to Kathy Slack. Rob said that he had worked with Kathy for many years until her retirement a couple of years ago. She is a remarkable person for the work that she did. He also expressed his thanks to Sue Littlemore who picked up the reins with Stephen when Kathy retired and said a huge thanks to them for the work that they and their teams have done to help the transition. He wanted his thanks to be passed back to the team. He also expressed a thank you to all of the Leaders, businesses, the third sector and education. Also a huge thank you to Michael and his predecessors as EM3 Chair for their leadership. Lastly to members of the JLB for their contribution to making EM3 a success, and to Laura Taylor and Jackie Waldron for their support to JLB.

Rob continued that all the good things should be taken forward and we should make sure that it continues in the future. He has always been about joining up the dots and the LEP has been doing this continuously. What we all want is somewhere nice to live, work and play and we all aim to come together to make that happen. He stressed to Michael and Stephen that is what they have done today. A massive thank you for everything.

Michael responded and reiterated everyone's thanks for the kind words. He is committed to making sure everything goes as smoothly as possible. He hopes that lessons have been learned from the LEP and that there is desire to improve on that. Everyone is passionate about getting what is best for our counties. He stressed that it has been a real pleasure working with everyone. He has learnt a lot from Rob on how to chair meetings and lead.

7. AOB

There was no other business.