



enterprise **m3**

Delivering prosperity through innovation

ENTERPRISE M3

DELIVERY PLAN

2021-22

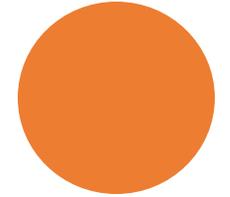
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INTRODUCTION

PURPOSE OF THIS DOCUMENT

- This plan sets out the priorities for the LEP for 2021/22 and what we expect to achieve by the end of the year. It sets out a roadmap against which we monitor our progress throughout the year and forms the basis on which we report in our annual report for the year in summer 2022.
In turn, it also forms a key part of our Annual Performance Review with BEIS/MHCLG who evaluate our performance across the three primary axes of Strategy, Delivery and Governance.
- It is driven by **Revive and Renew – our Action Plan** that draws on evidence gathered for the Local Industrial Strategy, and on new, refreshed analysis in light of the impact of Covid 19. Revive and Renew not only addresses the challenges of economic recovery, but highlights promising opportunities for transformation and renewal in many aspects of the area's economy. The Revive and Renew Action Plan is a plan for the whole region and is designed to be delivered by multiple partners.
- The Government is focussed on building back better and has set out ambitious plans in its Plan for Growth. This includes a firm focus on achieving net zero targets. A LEP review is underway which concludes in Summer 2021 with a comprehensive spending review due to report later in the year.
- The LEP needs to be ready to respond to the opportunities, and potential challenges this will create and we therefore expect to review this plan about 6 months into the year. Therefore this is **a year of transition** for the LEP.



EXECUTIVE SUMMARY

“2021-22 is a Year of Transition for EM3 LEP as it develops a new vision for the future of the organisation, implements the results of the **Government’s Review**, and welcomes a **new Chair**.

Our **Ambitions** reflect the LEP’s significant areas of added value, according to the EM3 Board and results of widespread stakeholder consultation and engagement.

They also articulate **our evidence base, economic analysis and business intelligence** which underpin our deep understanding of our region’s economy and enable us to identify opportunities for growth.

Clearly defined **Actions flow from our Ambitions** in priority areas of **Digital; Low Carbon/Net Zero; Innovation & Enterprise; International Trade & Inward Investment; Skills & Training**.

In everything we achieve this year, the LEP will both sharpen its **focus on the needs of business and employers** and maintain a strong emphasis on **the power of partnership and collaboration across all borders and boundaries.”**

Kathy Slack

Chief Executive, Enterprise M3 LEP



ABOUT ENTERPRISE M3

There are 38 Local Enterprise Partnerships across England. They are business-led partnerships between local authorities, local private sector businesses and not for profit organisations.

This is the Enterprise M3 geography, showing the key towns and corridors. It is polycentric as it is made up of a number of towns, and no main city.

LEPs play a central role in determining local economic priorities and undertaking activities to drive economic growth and job creation, improve infrastructure and raise workforce skills within the local area.

LEP boards are led by a business Chair and board members are local leaders of industry (including SMEs), educational institutions and the public sector.

The National Local Growth Assurance Framework sets out the core role of LEPs as follows:

- **Strategy:** Developing an evidence-based Local Industrial Strategy that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across their area;
- **Allocation of funds:** Identifying and developing investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impacts of its activities to improve productivity across the local economy;
- **Co-ordination:** Using their convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public and third sectors; and
- **Advocacy:** Collaborating with a wide-range of local partners to act as an informed and independent voice for their area.

The Government is carrying out a review of the role of LEPs, which is due to conclude in summer 2021



STRATEGIC AIMS OF THE LEP: WHAT THE LEP IS ALL ABOUT



Providing place-based economic expertise and insight to central and local government

Identifying key local sectors and industries, and designing and **delivering** interventions to make them more competitive, making the most of local opportunities

Delivering a programme of joined-up, expert and tailored advice and support for local businesses

Developing our capability as a **thought leader, convener and influencer**, to enable strategic economic and systemic change in our area focussing on clean growth

Striving to **continuously improve** the business to ensure that EM3 remains agile and uses its resources in the most efficient and effective ways

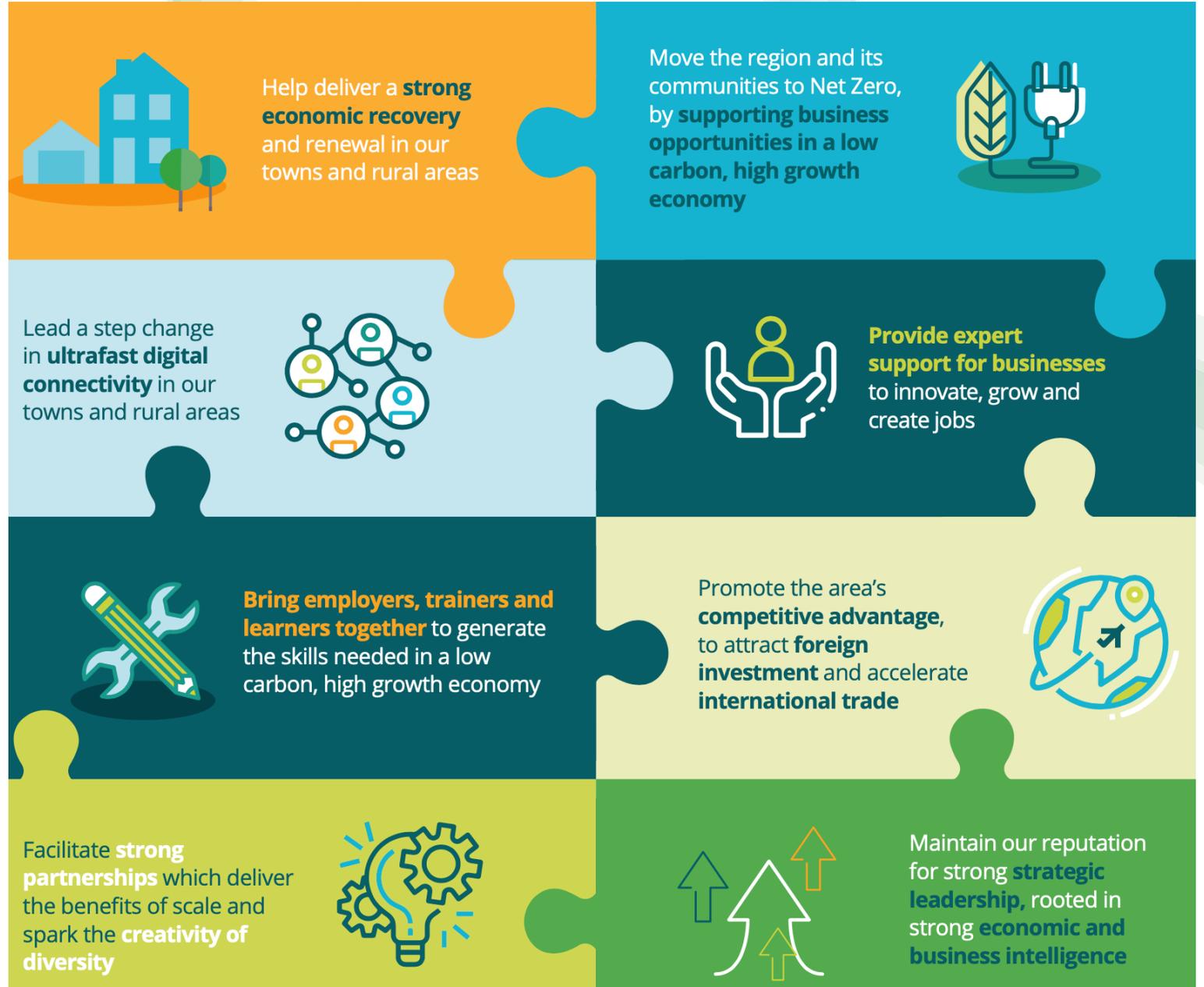
OUR AMBITIONS

TURNING AMBITION INTO ACTION TO EMBED A LOW CARBON HIGH PERFORMANCE ECONOMY

EM3 will work collaboratively with its network of partners to deliver an integrated approach to Reviving and Renewing our local economy, delivering increased prosperity for the people and business who lives and work in our area.

For each of the Ambitions, actions will be prioritised by the LEP to deliver in 2021-22, on the next page.

The detail and the activity planned for the year is found within the Strategy and Delivery sections



TURNING AMBITION INTO ACTIONS

- Each of the 8 AMBITIONS have key actions that will be prioritised as the main focus for the LEP for the year.
- These will be monitored on a monthly basis at Management Team and also periodically at the LEP Board
- These are the key actions for the year to achieve our Ambitions. The Delivery section of this plan sets out detailed actions and sub actions that the LEP will deliver this year

1 Maintain our reputation for strong **strategic leadership**, rooted in quality **economic and business intelligence**

- ❖ Be central to business knowledge, by continuing to gather local intelligence, to **inform our intervention** and report to Government on a weekly basis
- ❖ Deep dives into key sectors using **bi-monthly data** and labour market and carbon emission analysis to inform our intervention
- ❖ Convene transport partners sharing cross-industry knowledge and provide **thought leadership** (eg via TFSE) to inform and influence interventions and future funding opportunities

2 Help deliver a strong **economic recovery and renewal** in our towns and rural areas

- ❖ Deliver the **Getting Building Fund** capital programme
- ❖ **Deliver and evaluate** the co-workspace programme, the Future Towns Mobility Demonstrator and the Future Town Innovation Hub projects to inform future support
- ❖ **Convene Local Authorities**, sharing the data analysis, to inject the business voice into strategic plans

3 Move the region and its communities to Net Zero, by **supporting business opportunities in a low carbon economy**

- ❖ Establish a **CO2 emissions methodology** with the energy forum to reliably and consistently assess project carbon benefits
- ❖ develop and deliver services with key sectors to **reduce their own carbon footprint**
- ❖ Highlight and map the **low carbon sector** and work with them to help them grow

4 Lead a step change in **digital connectivity** in our towns and rural areas

- ❖ Establish the roadmap to deliver the **Gigabit EM3 Town and Rural project**

TURNING AMBITION INTO ACTIONS

5

Promote the area's **competitive advantage**, attract **foreign investment** and accelerate **international trade**

- ❖ With our partners, support **Global Britain** by developing a trade and investment proposition for the EM3 LEP area
- ❖ **Promote key sectors** (Gaming, space and med tech & animal health) as high potential for international investment
- ❖ **Advance our existing strengths in export** improving coordination between the area's individually strong export support organisations and closing gaps in provision for businesses new to exporting.

6

Provide **expert support for a wide range of businesses** to innovate, grow and create jobs

- ❖ Develop and deliver the Growth Hub offer to provide a service to businesses to enable them to **diversify into or grow within the low carbon market through access to up to date information, specialist support and referral**
- ❖ **Promote business-led innovation** by engaging with R & D leads and enterprise and innovation activities in universities to meet Gov't targets
- ❖ Run a programme of roundtables with business to **stimulate thinking** around opportunities in clean growth.

7

Bring employers, trainers and learners together to generate the skills needed in a low carbon and high performing economy

- ❖ Work with partners to develop a business case for **National Centre for Training Sustainable Construction** project
- ❖ Continue to improve the **Skills Advisory Panel** emphasising the employer voice and progressing the transformational ambitions
- ❖ Develop the **Business Ambassador platform** connecting young people, and adult learners with access to careers advisers and employers colleges
- ❖ Promote **key sectors (eg space)** at schools and colleges to further develop the skills in these areas

8

Continue to facilitate **strong partnerships** which deliver the benefits of scale and spark the creativity of diversity

- ❖ Working with all of our partners to **promote the region**
- ❖ Develop a stakeholder engagement plan in order to increase our effectiveness as an organisation
- ❖ Develop a communications strategy which reflects a new and evolved vision for the LEP with focus on providing **"services to business"**

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



STRATEGY

STRATEGY

Revive and Renew: Implementation

- Our Revive and Renew Action Plan highlights the successful recovery and renewal of the region requires an integrated approach to delivery. The ambitions set out in Revive and Renew will be achieved where partners coordinate and collaborate, and individual interventions are seen as cogs in a bigger machine
- **Strategic Priorities for recovery and renewal in the EM3 area are evidence-based.** The following priority areas flow from the evidence and analysis collected for both the emerging Local Industrial Strategy and the impact of Covid19:
 - Job Creation and Skills for Employment
 - Digitisation and an ultra-fast digital infrastructure for business resilience, innovation and growth
 - Growth in our low carbon economy
 - Supporting business-led innovation, entrepreneurship, high-tech, scale-up businesses and international trade
 - New Transport & Smart Mobility – Covid19-safe, sustainable, delivering good connectivity
 - Town centres and Housing Supply – reimaged and fit for the future
 - Convening people and organisations in shared projects
- The Delivery Plan outlines the actions and activities that **we** will do in each of these priority areas

Business Intelligence & Analysis

The LEP gathers high quality business intelligence and economic analysis as part of its role as business-focused strategic lead for the region and thought leader. EM3 convenes all the key business representative organisations in the region, from CBI to FSB, to weekly meetings to generate “on-the-ground” business intelligence. This information is disseminated to partners and fed back to central Government.

As well, the LEP produces regular analyses of the economy and the regional labour market. These include up to date tracking of the skills/jobs demand by industry/sectors and news of business investment, takeovers and closures.

This evidence is presented to EM3 Board Directors and members of the Skills Advisory Panel at each meeting in order to maintain a deep understanding of our economy; the challenges/opportunities facing businesses and employers; and to provide a sound evidence base for good decision-making. The data is made available to all LEP partners and is published on the EM3 website.

The LEP will continue to prioritise the collection of business intelligence and economic data, adapting the process to emerging high priorities eg Net Zero and ensuring actions in the Revive & Renew Action Plan maintain their relevance.

The business intelligence and data analysis carried out by the LEP is integral part to inform how we and partners best work to secure a strong economic position for the EM3 area

STRATEGY

Future Vision

- Since the decision to move the Growth Hub in-house combined with the closure of the LGF programme, the LEP Board has been reviewing how the role of the LEP and integrated Growth Hub should transform.
- In April the Government established a terms of reference for a LEP review which intends to evolve the form, function and geographies of Local Enterprise Partnerships in order to respond to changes in Central Government Policy
- Through March to June the LEP will carry out extensive stakeholder engagement to establish with partners what the role of the LEP and integrated Growth Hub should be, this includes:-
 - The EM3 Board
 - Local Authority Chief Executives
 - Business Representative Organisations
 - Further Education and Higher Education
 - Staff
- The Board will then set out a future vision for the LEP based on outcome of this stakeholder Engagement activity. This will be implemented throughout the year.

Growth Hub integration

- The Growth Hub, which transferred to the LEP on April 1st 2021 is designed to simplify the landscape to access support for all businesses while adding value to each business it engages
- This is a year of transition as the Growth Hub and LEP integrate to offer an enhanced support to businesses in the region
- The Growth Hub will be key to delivering the themes within Revive and Renew and the specific actions are highlighted in each of the delivery theme sections.
- The target operating model of a fully integrated “business hub” offer will enable EM3 LEP to combine its resources to offer a seamless, consistent and quality driven core offer covering all aspects from diagnostic assessment and signposting through to tailored support for scale ups in key sectors through a cluster development model

Key Strategy Actions for 2021-22	
Outline Vision for the LEP to feed into the LEP Review	Q1
Vision and implementation Plan for the future LEP/GH	Q3
Income Generation Strategy and Plan	Q3
Updated Business support offer	Q4
Ongoing monitoring of Revive & Renew	Q1-4
Production and publication of bi-monthly economy and labour market dashboard	Q1-4
Analysis of key information relating to skills in support of the Skills Action plan	Q1-4
Analysis of information relating to key sectors as part of our recovery and renewal action plan	Q1-4
Convening of regular meetings with Business Representation Organisations	Q1-4



DELIVERY THEMES

JOB CREATION AND SKILLS FOR EMPLOYMENT

Why it's important

While the EM3 labour market has not suffered to the same degree as other areas, it has seen unemployment more than double as a result of the economic recession due to Covid-19 and in common with other areas, young people in EM3 have been particularly hard hit by job losses. A core theme of the Revive & Renew action plan is to address these needs through communicating, promotion and encouragement of uptake of the various Government support for employers, the unemployed, and those wishing to improve skills.

The LEP will enable support for expanding opportunities to upskill people with middle skills from level 3 to levels 4,5 and beyond. And through the Skills Advisory Panel and partners it should support an increase to supply of skills for **Digital & Green Sectors**, and all areas where employers report chronic shortages.

Our plan

Enterprise M3 LEP is working through its **Skills Advisory Panel (SAP)**, and hand in hand with partners across Surrey and Hampshire, to support an economic environment which maintains the area's outstanding skills and talent base and its specialisms in digital, design and knowledge-based industries and sectors. We will work with the SAP to ensure that the business voice is implemented. Projects to be delivered this year include:

Digital Higher Skills Partnership: This will look to bring together representatives from private, public and charity sectors to focus on innovative delivery of high-level digital skills to address skills gaps for specialist roles in the digital economy.

National Centre for Training Sustainable Construction: This is already stimulating positive individual discussions that will shortly move to bringing interested organisations together to identify how to make the Centre a reality.

Apprenticeship and Skills Hub: Launched during National Apprenticeships Week, the Hub is already establishing strong working relationships between key employers and local training providers to help address a longstanding gap in skills for technical roles – including those in the low carbon economy.

The Careers and Enterprise Company will continue to deliver careers education to EM3 schools and colleges. Two planned events are the Careers Conference and the Careers and Apprenticeship show.

Business Ambassador platform connecting young people, and adult learners with access to careers advisers, apprenticeships advisers, university students and employers

Building Futures Campaign to help employers to tackle the ongoing challenges around engaging young talented people with the organisation and industry. It aims to address Corporate Social Responsibility, diversity, inclusion and skills gaps that affect employers

*The LEP and Growth Hub Sector specialists in space/satellite, clean growth, transport and creative immersive technology will continue to **identify skills needs and opportunities** particularly in high innovation, high productivity sectors*

Key Job Creation and Skills Actions for 2021-22

Skills Advisory Panel – enhanced business voice	Q2
EM3 Apprenticeship & Skills Hub	Q1
Bimonthly economic & labour market reports	Q1-4
Ongoing monitoring of funding opportunities	Q1-4
National Centre for Sustainable Construction project developed	Q2
Careers Advisor Conference	Q2
Careers & Enterprise show	Q2
Business Ambassador Platform	Q2
Building Futures Campaign	Q2
Local Skills report published	Q4

DIGITISATION AND AN ULTRA-FAST DIGITAL INFRASTRUCTURE FOR BUSINESS RESILIENCE, INNOVATION AND GROWTH

Why it's important

Digitalisation has proved to be a key factor in business resilience during lockdown, although the outlook in the digital sector is mixed. COVID-19 has “accelerated the shift to digitisation” and access to fast and reliable broadband has also been shown to be key to sustaining business operations and successful home working. This underlines the LEP’s strategic priority to advance a project to deliver ultra-fast broadband across the area as well as other interventions for FE colleges. The Growth Hub support offer will be developed to signpost businesses to increase and improve their digitisation.

Plan

Gigabit: Town & Rural project

The LEP, working with partners will continue to prioritise the implementation of the “Gigabit EM3: Town and Rural” fibre spine project. This project is consistent with the Government’s aspirations and the role of publicly funded interventions in addressing market failure in the provision of enhanced connectivity. It addresses the specific impacts being experienced in some of the most economically significant parts of the EM3 area

It will help to future proof the area in terms of connectivity, given the requirement to balance the need for high-capacity public sector and business Internet connections with the need for increased residential bandwidth both for work and for leisure. The effects of the pandemic have underlined the need for more home working, and the spine will enable operators to focus their resources on providing the so called “final drop” to as many potential residents as possible – who otherwise may be unable to function economically.

Growth Hub

During this year the **Growth Hub** will develop its offer to have even more of a focus on supporting businesses in the region to build resilience into their business. This will include targeted support to work with businesses to utilise technology to run and promote their business. The LEP and Growth Hub, working with partners will continue to support **digitalisation of the economy** especially as a contribution to clean growth and innovation. This will include helping businesses and organisations improve their digital facilities and skills.

Digital Skills

“Digital Skills Work” for FE colleges will provide Higher Level Learners with the confidence to commence the academic year knowing that the delivery of their course was guaranteed. This project will enable colleges to develop and provide online learning and the kit to support teachers and learners. This will guarantee that every lesson will be delivered and accessible throughout the full academic year regardless of whether future periods of lockdown were called.

Key Actions for 2021-22

Gigabit roadmap defined	Q2
Growth Hub “Digitisation” support offer developed	Q3
Creative Tech Growth Booster project completed	Q3
Digital Skills project completed	Q3

GROWTH IN OUR LOW CARBON ECONOMY

Aim

EM3 LEP analysis for the LIS highlighted the area’s business and industry strengths in the Low Carbon and Environmental Goods and Services Sectors but also that it has the highest per capita CO2 emissions. To address these issues and opportunities the LEP will prioritise decarbonisation of transport, and buildings (including commercial and industrial) and support the implementation of the Tri-LEP Energy Strategy. It will invest in Growth Hub expertise to deliver a “Clean Growth Business Support Service” so that businesses can decarbonise their own operations and diversify into low carbon / clean growth expanding markets.

Plan

National Centre for Sustainable Construction: To meet net zero targets on carbon emissions, the UK needs to transform practices in the construction and built environment industries. This will need to be matched with substantial changes in training and education, at all levels, for employment in these industries. Led by the LEP, and working with partners such as Urban & Civic, local authorities, private developers, colleges, universities and our enterprise zones, the EM3 area has the potential to establish a National Centre for Skills for Sustainable Construction.

Working with the Energy Hub to evaluate the **Clean Growth Pilot** to assess the impact of the Getting Building Fund projects. This will also include recommendations for further development of projects with a greater impact

Develop the **pipeline of projects** to include a series of low carbon projects

Supporting our businesses to reach Net Zero and to take the businesses opportunities of this transition will be a priority area. This will be achieved through the creation of a “**Clean Growth Business Support Service**” Firstly, at the triage stage businesses will be categorised as a “low carbon” business and part of the referral will be to the Sector Specialist – Clean Growth.

This will enable the LEP to identify and specifically support those businesses. Secondly, we will look to invest in Growth Hub expertise, skill set and capacity to offer all businesses the support to reach Net Zero. This will support businesses can decarbonise their own operations by energy efficiency, reducing travel, supporting home working, diversify into low carbon / clean growth expanding markets.

Develop the Clean Growth Forum to be the **clean growth knowledge base** for the region. This includes, Establishment of a **CO2 emissions methodology** to reliably and consistently assess project carbon benefits, thus ensuring that every new potential project is evaluated against reducing carbon emissions. This includes training decision-makers (PMG and Board in making decisions on investment)

We will continue to be a Board Member of the **Greater South East Energy Hub**. The Energy Hub aims to increase the number, scale and quality of local energy projects. BEIS Energy Efficiency capital funding, the Local Authority Delivery (LAD)2 programme, is also being channelled through the Energy Hub. The Hub also administers the Rural Community Energy Fund which offers grants to rural communities

We will continue to work at a regional scale with South East and Coast to Capital LEP to implementation of the **Tri-LEP Energy Strategy**. This includes working with private and public partners to support projects that meet the Energy Strategy project models and to identify regional energy projects.

Map the **low carbon sector** in our region and work with them to help them grow

Key Actions for 2021-22

Clean Growth Pilot evaluation Clean Growth Pipeline developed	Q3
Business support offer developed for green skills and clean growth	Q3
Develop Growth Hub offer – for businesses to diversify into low carbon market	Q3
Establish a CO2 emissions methodology	Q4
Map the low carbon sector and develop a plan of action	Q3

SUPPORTING BUSINESS-LED INNOVATION, ENTREPRENEURSHIP, HIGH-TECH, SCALE-UP BUSINESSES AND INTERNATIONAL TRADE (1)

Why its important

Key challenges from our Local Industrial Strategy work in this area have been amplified by the impact of Covid19. In particular, the finding that the area has been losing jobs in its frontier, innovation-led technology sectors, and the need to develop a case for keeping workers here instead of commuting out of the region. Businesses, rather than universities, lead innovation in the area.

Exporting and international trade is a defining characteristic and strength of the EM3 economy. Performance should be advanced especially in light of pressures on exporting activity from the global pandemic, international foreign policies, and EU Transition. This can be achieved by improving coordination between the area's individually strong export support organisations and closing the gaps in provision for businesses new to exporting.

The direct impacts of inward investment are high-value jobs and associated capital brought to the project's immediate location. However, such projects also bring wider benefits that can be felt across the LEP economy, such as supply chain opportunities, productivity improvements, spending on research and development and wider regional impact.

Plan

Trade and Investment

Develop a **trade and investment proposition** for the EM3 LEP area, focusing on key sectors, geographical location, links to London, innovation, talent, global competitiveness, and quality of life, to be used as a marketing and promotional tool, both domestically and in targeted overseas markets.

Develop the EM3 website to provide an **investor portal** to help attract investment and improve the inward investment process.

Sectors

Further development of our **Games/Immersive HPO** including the production of publicly accessible web and video versions. This will bolster the international profile of the EM3 games / immersive development sector, increasing foreign direct investment in the region.

Crystallise Guildford's games industry around the **Guildford.Games** branding through formal structure / membership, enabling the brand to formally endorse and build public initiatives / projects

Foster the development of the more emergent **immersive technology** space and ensure an equally successful, closely linked and complimentary sector to the game development industry is established within EM3.

Enable the wider EM3 region to benefit from **Guildford's games cluster** more successfully by demonstrating the benefits of greater cluster cohesion and encourage the sector to manage and develop its shared assets as a collective.

Further development of the **Animal Health HPO** with DIT and University of Surrey School of Veterinary Science – supported by the newly established Surrey Animal Health Network.

Develop a **Space Hub Landscape Report**. The report will showcase the region's space capabilities, as well as attract increased foreign direct investment.

Building on the success of the **Space Cluster**, sustain and promote the work of the cluster to build the potential for partnership working and investment in the region, supported by the development of a Digital Space Hub.

Exploring **cross-sector activity** between space and other priority industries in the region, including Immersive Technology, Animal Health, Clean Growth, and Marine/Maritime.

SUPPORTING BUSINESS-LED INNOVATION, ENTREPRENEURSHIP, HIGH-TECH, SCALE-UP BUSINESSES AND INTERNATIONAL TRADE (2)

Partner Working

Continue to engage and develop strong working relationships with DIT's Inward Investment Team, Trade Advisors and Sector Specialists.

Engage with and develop effective relationships with:-

- UK Export finance for financial trade support.
- The Federation of Small business for SMT support.
- British Chamber of Commerce for Trade support.
- Institute of Directors for thought leadership and policy support.

Develop **MOU with Hampshire and Surrey County Councils** around collocative approach to working on trade and investment.

Growth Hub

Develop **aftercare process** with the Growth Hub for new investments into the EM3 LEP area, improving EM3 inward investment offer and the retention and growth of new investment.

Promote business-led innovation by engaging with R & D leads and enterprise and innovation activities in universities to ensure R & D investment here supports Govt target of spending 2.4% of GDP on R & D by 2027

Key Actions for 2021-22

Trade & Investment proposition for EM3	Q2
Investor portal on website	Q3
Guildford Games festival	Q2
Plan developed to expand Games Cluster	Q2
Plan developed to expand Space Cluster	Q2
Launch Space Hub	Q3
Deliver Animal Health HPO	Q3
Space Hub Landscape Report	Q1
MOU signed outlining collective approach to trade and investment	Q4
Growth Hub 'Aftercare' process in place	Q4

NEW TRANSPORT & SMART MOBILITY – COVID19-SAFE, SUSTAINABLE, DELIVERING GOOD CONNECTIVITY

Why it's important

Lockdown and the effective shutdown of the economy gave a window onto a lower carbon world. Smart mobility covers a range of ways in which connectivity for people, goods and services can be enhanced using new technology that is faster, cleaner, more accessible and less expensive than traditional options. Alongside the role of enhanced digital connectivity, reducing the need to travel, the LEP will continue work with smart mobility and transport action groups, local and regional transport bodies and TfSE to advance the low carbon transport agenda and necessary transport infrastructure, as adapted to the requirements for safe travel in the Covid19 era.

Plan

Our response to the pandemic gives us a unique opportunity to reboot, reinvent redesign and reconsider priorities. The LEP has a key role in bring experts in smart mobility and new technology together with a focus on business, enterprise and innovation. The future of mobility link into success of business in EM3 Area and our core priorities going forward will be a focus on smart mobility, alternative fuels and flexible workspace. This will form part of a wider consideration of the transformation of working practice that is taking place and how transport and connectivity needs are met embracing that challenge.

Thought leadership

This is achieved in part through direct liaison with the array of businesses that operate in this field across the Enterprise M3 LEP area as well as through the LEPs own Mobility and Transport Action Group and participation in wider groups, such as the Hampshire & Isle of Wight Local Resilience Forum Transport Group.

This Group has provided proactive and reactive support to transport users across the Hampshire and Isle of Wight area and to the Transport Operators and Infrastructure providers. The LEP has been able to feed in our priorities around new transport and smart mobility contain in the Recovery & Renewal Plan to help ensure that the local transport network (infrastructure and operations) are an important enabler for recovery, which impacts on a wide range of people, businesses, services and beyond local authority boundaries.

Strategic Transport Gateways

The importance of supporting international trade and inward investment through connections to the international gateways which are so crucial to the EM3 area such as Southern Access to Heathrow and the improvements needed to support expansion at the port of Southampton and maximise the benefits that could come from achieving Freeport status. Working with our partners, including Transport for the South East, we will encourage Government and strategic infrastructure providers to deliver fast, reliable connections to ports and airports; effective linkages between the major centres and the transport hubs within the South East and rest of the UK and improved orbital and east-west movement across the EM3 area; and the relationship with London focuses on promoting mutual economic interests.

Key Actions for 2021-22	
Mobility and Transport Action Group reimagined	Q1
Contribute to the Surrey Infrastructure Plan	Q2
Support development and delivery of Airport Towns Event	Q2
HSPG Economic Development Vision and Action Plan complete	Q3

TOWN CENTRES AND HOUSING SUPPLY – REIMAGINED AND FIT FOR THE FUTURE

Why it's important

The impact of Covid19 and lockdown has accelerated the difficulties of some high streets and town centres. The successful recovery of town centres is likely to depend on renewal and restructuring. The LEP and partners will respond to a potential growth in the market for co-working space outside of city centres, the intensified challenges for high streets with help for retail outlets to move their offer online and support high streets to be Covid-friendly, as well as a growing preference for dwellings with gardens.

Plan

Workspace Pilot Programme

The LEP approved a new **Workspace Pilot Programme** in response to a potential growth in the market for co-working space outside of city centres. The pilot includes three innovative working spaces in town centres in the region and all will be delivered by the end of Q2

To support the pilot the LEP will carry out research into market interest from developers and employers and work with local authorities to identify sites and potential occupiers. A **full evaluation of the pilot** will be undertaken to assess the benefits and to recommend future options

Future Towns Mobility Demonstrator

This project responds directly to the intensified challenges for high streets with help for retail outlets to move their offer on-line and encourage active travel and other transport innovations.

Future Towns Innovation Hub

The Hub will provide a physical space for business and enterprise to access and interact with world leading expertise, skills, and facilities available within one of the UK's most outstanding engineering groups in an environment that nurtures creativity and innovation. The Hub will provide not only the space but the environment to:

- 1) enable interactions between business and researchers to identify impediments to improving quality of life and economic outcomes, which will be addressed through the co-creation of solutions; and
- 2) accommodate large-scale test facilities that enable codesigned technological solutions to be advanced to high levels of readiness for commercialisation.

Convene Local Authorities, sharing the data analysis, to inject the business voice into housing planning, recognising the impact that housing has on the impact of jobs particularly to attract/retain young talent.

Key Actions for 2021-22

Future Towns Mobility Demonstrator delivered	Q3
Workspace pilot projects complete	Q2
Workspace Pilot evaluation complete	Q3
Future Towns Innovation Hub delivered	Q3



CROSS CUTTING PROGRAMMES

GROWTH HUB SERVICES

- We are working closely with partner organisations and business intermediaries to identify and share staff resources, events management and possible venues to secure additional resource to and maximise efficiency and cost effectiveness of the project. As a cluster, we are actively engaging with partners in public, private and not-for profit sector to ensure that we have a presence at others' events. Private sector board members are facilitating business engagement and intelligence gathering
- The LEP plans to focus energy on particular sectors with high-growth potential and relatively resilient to COVID and potential future pandemic. This will be achieved by working alongside our sector and trade experts in the following sectors;
 - Games & Immersive Tech
 - Low Carbon
 - Space
 - Animal Health
- The intention is to foster formal clustering arrangements that are self-funding through leverage of private sector contributions. EM3 is continually exploring ways to draw in extra funding and resource from partners.
- EM3 utilises a model whereby initial diagnostic activity of business support needs is carried out. Where further, targeted and intensive support needs are identified, these are either referred to a suitable partner business support organisation to deliver services or to one of EM3's pool of associate Growth Champions. Associate Growth Champions have specialisms in specific sectors or types of business support and are tasked with delivering a programme of support agreed with the business up to a maximum of 12 hours. Some support activities will require fewer than 12 hours and this flexibility is built into the model and monitored by the CRM system.
- The service is free at point of entry to all businesses within the EM3 region and certain types of business support are offered free of charge (funded by the BEIS grant) and delivered by associate Growth Champions.
- Building further on the positive impact of digitising the service during the COVID 19 pandemic, EM3 will continue to invest in the website and CRM tools to maximise the efficiency of the service delivery. The approach will involve;
 - Investment in website as first port of call, **one stop shop** signposting service and intensive, intelligent use of social media to drive traffic to the website
 - Refocusing of the service from pure scale-up focus to include a more general service including **start-ups** and generating referrals to partners
 - Effective mapping of partners and business engagement across the region for more accurate signposting and referral pipeline
- Additional projects this year include the following;
 - Pilot project – 10% of the total coaching hours delivered by the growth hub to **Female Entrepreneurs**
 - Pilot project - 10% of the total coaching hours delivered by the growth hub to **Young Entrepreneurs**
 - **Peer learning group** targeting Space/ Tech / Gaming businesses
- During 2021/22 we will also be exploring ways to integrate the Careers & Enterprise Company team (8 staff) into a business support service utilising the full resources of the LEP.
- **For KPIs see page 35**

Peer to Peer Programme

Following a successful first year of Peer to Peer networks delivery, EM3 has procured suppliers for the 2021/22 year and will continue to deliver a high quality, impactful service. Learning from the programme is also informing how the diagnostic service is delivered to ensure that businesses are fully briefed on the benefits of peer to peer learning. EM3 will facilitate an internal version of peer-to-peer delivery to build on aspects that have been proven to have the greatest value to our clients.

CAPITAL PROGRAMME

The capital programmes that the LEP will deliver during 2021-22 are the EM3 Capital Programme, and the Getting Building Fund programme. The EM3 Capital programme is funded using recycled loan repayments and therefore carries no constraints on delivery timescales. The Getting Building Fund is a Government-led programme in direct response to the pandemic. All projects within this programme are designed to be delivered quickly and address the impacts of the pandemic on the region.

Each of the projects within both programmes are contributing to the themes within the Revive and Renew. The diagram below shows the specific projects against each theme and by programme. The targets for the capital programme are shown on page 35.

EM3 Capital Prog.		<ul style="list-style-type: none"> Basing View Living Lab (not yet approved) 	<ul style="list-style-type: none"> EV Charge pilot 	<ul style="list-style-type: none"> Longcross Future Towns Innovation Hub 	<ul style="list-style-type: none"> Brighton Hill Farnborough Growth Package Blackwater Valley Hotspots Guildford Town Centre & Approaches North Downs Line Woking STP Blackwater Valley Gold Grid 	<ul style="list-style-type: none"> Workspace pilot (3 projects) Union Street East Fleet Pond Corridor
GBF	<ul style="list-style-type: none"> Digital Skills 	<ul style="list-style-type: none"> Gigabit EM3 (not yet approved) Creative Tech Growth Booster 	<ul style="list-style-type: none"> Clean Growth Pilot programme (5 projects) 		<ul style="list-style-type: none"> Vaultex 	<ul style="list-style-type: none"> Future Towns Mobility Demonstrator
Theme	Skills	Digital	Low Carbon	Innovation	New Transport	Town Centre

OTHER PROGRAMMES

Enterprise Zones Programme

The EZ plan is based on smart, evidence-based strategies, and aims to deliver over 130 new businesses and over 11,000 new jobs. This will transform the three sites into thriving communities with innovative businesses, making the EZ3 recognisable as The London and South Innovation Valley.

An investment of £41 million over the lifetime of the EZ will kick-start three areas within the Enterprise Zone. This investment will drive economic benefit and see a return in additional business rates growth income of an estimated £115.8 million over 25 years. This income will be retained and reinvested locally by local decision-makers with sound knowledge of the area and understanding of what is required to accelerate development.

The EZ3 will strengthen our ability to attract more inward investment and accelerate high value business activities that will generate jobs and stimulate economic vibrancy, further building the reputation of Enterprise M3's area as one of UK's most desirable place to live and do business in.

Plan for 2021-22

Work continues with the development of key sites and plots at each of the sites.

- 1) Basing View
- 2) Longcross Park
- 3) Whitehill & Bordon

A review of BRIG forecasts will be carried out to take account of revised timeframes for each site and occupation of developments.

European Social Fund (ESF)

Two new specifications will be published this year under the ESF Reserve Funding for £1.5M ESF '*Community Grant Programme in EM3*' and £1.5m ESF for '*Skills support for employment for armed forced veterans and their families in EM3*'. Two online launch events will be held in April for these two calls. The Managing Authority has confirmed that these will be the final ESF calls launched locally.

Two further case study videos will be created and published for successful ESF projects contracted in the EM3 area promoting the '*EM3 Apprenticeship & skills hub*' project and the '*Fedcap Links to Work M3*'

European Regional Development Fund (ERDF)

ERDF kickstart SME grants programme for the Visitor Economy and wider SME community for Enterprise M3, Thames Valley Berkshire and Coast to Capital LEPs and Growth Hubs - MHCLG have approved an extension to this funding until June 2021. We will create some case studies in April 2021 and the project will be closed by 30 June 2021. All funding is on track to be allocated. Three ERDF projects at full application stage:

- **Digital Growth Factory** lead by Basingstoke and Deane Borough Council worth £1.5m
- **SME growth toolkit** led by SME Wholesale Finance worth £500k
- **E-taxi** worth £700k

Key Actions for 2021-22	
Living Lab decision	Q2
Basing View plot J – Developer for Grade A Office scheme in place	Q4
Longcross - Completion of Discovery building scheme	Q2
ESF Launch events for two calls	Q1
ESF Technical Assistance Audit and project closed	Q3



SUPPORTING DELIVERY

STRATEGIC COMMUNICATIONS AND MARKETING

Why it's important

The focus for the LEP and Growth Hub is business-led; business focus; Business-driven. The integration of the Growth Hub and LEP will lead to a stronger focus on supporting businesses.

We will demonstrate the added value of the LEP and Growth Hub to peoples lives, communities and the local economy

Plan

Website as a service - Communicating our work and expertise and signposting to other sources of support is critical to the LEP's role and reputational success. Our main audiences are businesses, especially SMEs, Central and Local Government and other stakeholders.

Our refreshed website with new home and project pages has seen a boost in the numbers of visitors and has made the site more news-focussed. The ability to post key highlights on the front page at regular intervals has made the website much more engaging and we have received very positive feedback from BEIS officials about it.

Project comms - Enterprise M3 will continue to produce engaging comms materials for each new project and communicate this to stakeholders, the media and social media channels with regular follow ups as milestones are reached.

Promotion - Our regular newsletters dedicated to EM3 news, UK Transition support and Covid support will continue on a regular basis with a renewed focus on the work coming out of our Revive and Renew Action Plan. Social media continues to be an important tool and we will look to increase our reach on both Twitter and LinkedIn by sharing engaging posts, case studies and successes. We work with communications teams in local authorities, higher and further education establishments, stakeholders and LEPs within our region to produce high quality communications which reflect the collaborative nature of the work we do.

MP Engagement - Our suite of communication methods are crucial in engaging with our partners, businesses, members of parliament and government ministers as well as the wider LEP Network. We always have multiple streams of work occurring simultaneously and at pace across a number of sectors, and it is critical to identify the key messages for each project or investment and communicate this to those who need to know.

We will develop and deliver a programme of engagement with MPs to ensure the work of the LEP is promoted and the benefits to each MP's constituency are known.

Annual Report and AGM - Development of the Annual Report which will be a digital publication and will highlight the successes of the year for the LEP and Growth Hub. Deliver an online Annual General Meeting in June

Business engagement events – develop and deliver a series of roundtable business engagement events (eg Space Roundtable in May) to support and promote the development of the cluster activity

Key Actions for 2021-22	
Accessible and engaging website	Q1
Annual Report and AGM	Q1
Stakeholder Engagement mapping and Communications and Engagement Plan	Q2
Sector specific events or virtual conferences	Q1-2
Regular newsletters (eg positive new stories about LEP work, Covid and UK Transition Support)	Q1-4
Regular engagement with MPs, ministers and key partners	Q1-4
Communicating milestones and achievements through media releases and social media updates, including ministerial quotations	Q1-4

OPERATIONS

The successful delivery of this Delivery Plan is supported by the following functions. There are key ongoing activities required and also specific milestones to be met and projects to be delivered. This supports the LEP's desire for continuous improvement

<p>Performance Management We have processes to ensure we know how we are performing against a set of robust key performance indicators and constantly strive for continuous improvement based on performance and lessons learned. An independent end of programme evaluation is planned for the LGF programme, and the GBF pilot programmes.</p> <p>The funds that Enterprise M3 LEP invests to support the delivery of projects are public funds. Therefore, it is essential that the LEP evidences the benefits that projects contribute to its programme (directly delivered outputs and the wider impacts and outcomes). A robust and proportionate monitoring process is in place. Regular reports are presented at PMG. Spot checks and end of project review processes are in place. The Monitoring & Evaluation Policy is published at: https://www.enterprisem3.org.uk/document/monitoring-evaluation-policy-2018</p>	<p>Governance We operate in line with an Assurance Framework, based on guidance from central Government, as well as EM3 Ltd.'s Memorandum Articles of Association, which determine the practices and standards necessary to provide assurance that decisions over funding are transparent, accountable and represent value for money.</p>	<p>HR We align our HR policies and practices with HCC's, and maintain regular contact with HCC's HR advisors to ensure we are acting in line with their guidelines and policies, and within statutory regulation.</p>
<p>Risk Management We maintain two risk registers within the LEP. The Programme risk register includes all Capital programme risks at programme level and also for specific project delivery risks. This is reviewed at Programme Management Group. The Operational risk register includes all risks to the LEP and Growth Hub and is reviewed regularly at RFAC</p>	<p>Contract Management & Procurement We have processes in place to ensure appropriate governance for the decision making of contracts working with the relevant HCC departments. A scheme of delegation is in effect which dictates the approval levels of contracts and procurement exercises and the Governance and Assurance Manager holds oversight of all contracts and procurements within the LEP.</p>	<p>Financial Management We report our financial position to the Resource, Finance and Audit Committee (RFAC) and Board on at least a quarterly basis. This includes agreeing our revenue budget, providing forecast updates, medium term financial planning, and the reporting the overall annual out-turn. The process includes review of future sustainability, and this year includes development of an Income Generation Strategy and Action Plan. All revenue and capital funds relating to the LEP's activities, are held by, and accounted for by our Accountable Body (HCC). The transactions and balances are separately identified within their accounting records, and subject to an annual external audit review, as part of the Council's accounts.</p>

Key Actions for 2021-22	
Annual Report	Q2
Annual General Meeting	Q2
Annual Performance Review	Q4
Agreed Annual Budget	Q4
Induction, Learning and Development Plan	Q4
LGF Evaluation	Q3
New Chair appointed	Q1
End to End process review programme	Q2-3
Annual Final Accounts Report for RFAC/Board and Annual Return	Q4
Close down capital programme	Q4
Income Generation strategy & Action plan	Q3
Approach developed for future funding	Q3



STRATEGIC RELATIONSHIPS

STRATEGIC RELATIONSHIPS

Why it's important

A clear and positive impact of Covid19 has been the mobilisation of active engagement amongst partners – old and new – united in a determination and energy to support the area's economy, its employers, its people and communities as far as possible. A coordinated response where resources, expertise and capacity are pooled will always be more powerful and effective than fragmented approach.

Strategic relationships remain of vital importance to the LEP. Enterprise M3 works closely with other business support organisations, partner LEPs, Local Authorities, Government departments etc and has formed strategic relationships to work together to deliver the priorities in Revive and Renew.

Work with **Catalyst South** to develop a Southern voice. Given this, the group will continue to focus on

- Identifying and promoting the South's role in driving economic growth.
- Maintaining our leading role in making Britain a global trading nation
- Promoting inward investment, supporting the large number of international businesses which choose to locate in the South
- Supporting the growth of the UK's major ports and airports, which are in the South

Identifying priorities for future investment in our area, and to do this by:

- Engaging effectively on the future funding opportunities
- Collaborating to leverage further private investment into the region

Leading the **South Central Growth Hub Cluster** of 4 LEPs (Coast to Capital, Thames Valley Berkshire, Solent) in the region to deliver joint activity, share best practice and work effectively with Government departments. Key activities include sharing of best practice; intelligence gathering (and analysis); Joint projects

- The LEPs own Transport Action Group has been relaunched as the **Mobility and Transport Action Group (MTAG)**. This ensures that it remains relevant and of value to our transport industry partners, providing an opportunity for collaboration and working together and functioning as a unique platform for sharing cross-industry knowledge and current/future working operations.
- This evolution has included a shift of focus from just transport toward mobility (of people and goods) with links to a wider place-based agenda. MTAG now performs a key role is offering industry-connectivity and acting as a “glue” between stakeholders. In particular the Group will work to maintain influence through EM3 and provide a catalyst to emerging agendas.
 - Offering strategic direction.
 - Providing thought leadership; with an eye on the future; it has the opportunity to work with Central Government and seek/fight for funding.
 - Offering a Pan LEP and Cross Boundary perspective on economic and travel patterns – provides a land use dimension to planning and to transport conversations.
 - Providing a platform for sensible, honest conversations.
- Enterprise M3 LEP continues to work closely with **Transport for the South East** through the development of the area-based orbital and radial studies as well as thematic studies considering future mobility, freight and the impact of Covid-19. We are also supporting the consideration of a concessionary model, evaluating the challenges of the current funding model for transport with the need to achieve decarbonisation.
- The LEP continues to work with a range of partners on **strategic aviation issues**, with a particular current focus on the impact of Covid-19 on the aviation sector and the loss of employment and investment in the communities surrounding our local airports. We will be looking to maintain a functional partnership ahead of any further decisions on expansion and maximise support for collaboration between neighbouring LEPs, local authorities and airports around longer-term economic recovery and renewal of the sub-region. We will look for a particular focus on addressing the challenge of the levelling up agenda and promoting infrastructure investment – notably western/southern access to Heathrow schemes. We will also maximise opportunities for more meaningful and sustained partnership working



MILESTONE SUMMARY

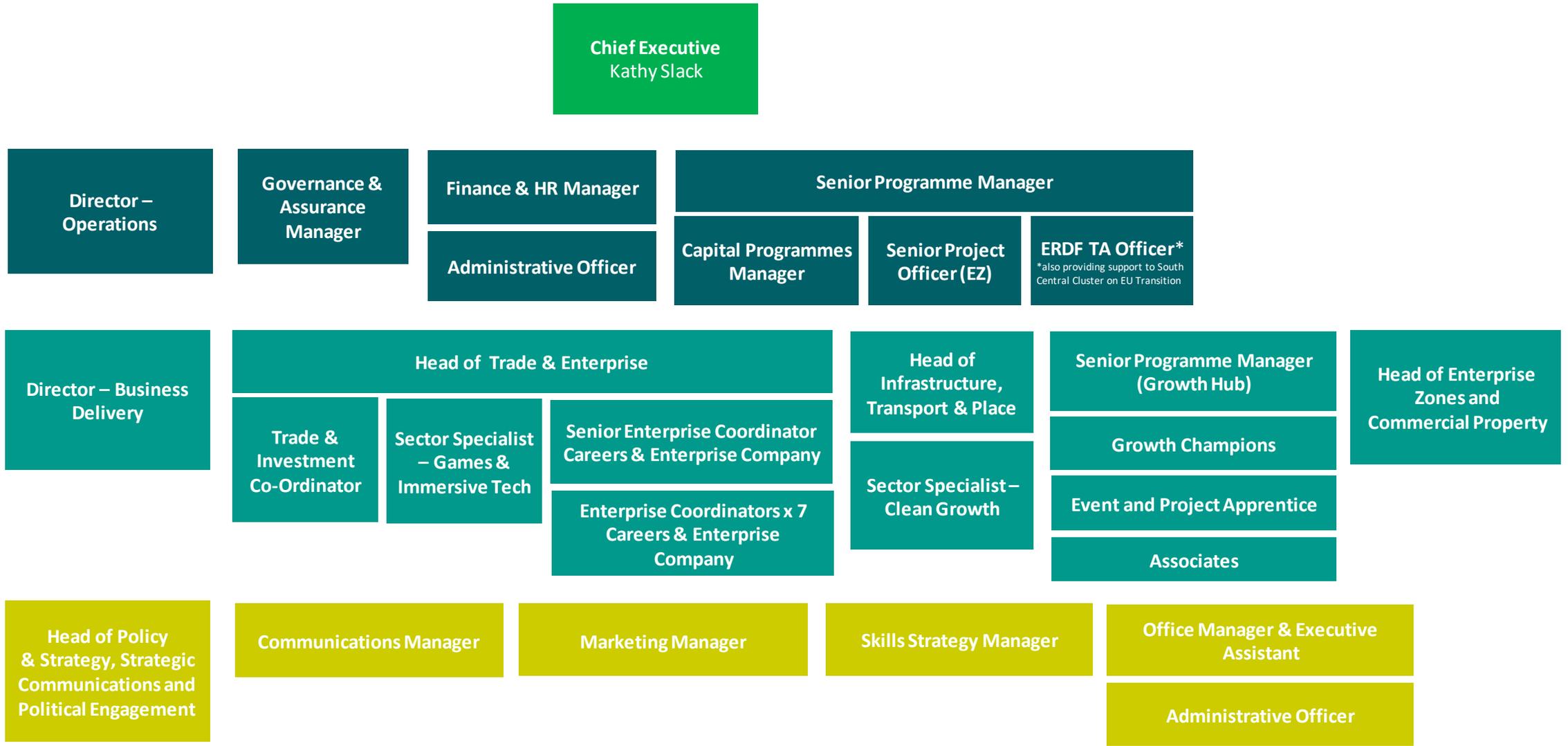
Strategy	Delivery (includes cross-cutting)		Supporting delivery	
Q1 (April-June 2021)	<ul style="list-style-type: none"> Outline Future Vision to Board and feed into LEP Review Mobility and Transport Action Group reimagined 	<ul style="list-style-type: none"> EM3 Apprenticeship & Skills Hub Games/Immersive HPO web and video versions Space Hub Landscape Report International trade stakeholder engagement plan developed Support ITT Hub - Future Logistics Conference in Farnborough 	<ul style="list-style-type: none"> ESF Launch events for two calls ESF Technical Assistance Audit and project closed 	<ul style="list-style-type: none"> Accessible and engaging website launched Annual Report published AGM held New Chair appointed
Q2 (July – September 2021)	<ul style="list-style-type: none"> LEP Review outcome Support development and delivery of Airport Towns Event Ensure LEP priorities embedded in Surrey Infrastructure Plan Prioritisation process 	<ul style="list-style-type: none"> Gigabit roadmap defined National Centre for Sustainable Construction project developed Careers Conference Careers & Enterprise show Longcross - Completion of Discovery building scheme New CEC contract commences Clean Growth Pilot concludes and evaluation commences Workspace pilot projects complete and evaluation commences Basing View Living Lab decision 	<ul style="list-style-type: none"> Guildford Games festival held Plan developed to expand Games Cluster Plan developed to expand Space Cluster Business Ambassador Platform Building Futures Campaign 	<ul style="list-style-type: none"> Sector specific events or virtual conferences End to End process review programme Approach to future funding approved at PMG & Board
Q3 (October – December 2021)	<ul style="list-style-type: none"> Income Generation strategy & action plan Implementation plan established for LEP future vision HSPG Economic Development Vision and Action Plan complete Map the low carbon sector and develop a plan of action 	<ul style="list-style-type: none"> Clean Growth Pilot – evaluation Business support offer developed for green skills and clean growth Investor portal on website Deliver Animal Health HPO Growth Hub “Digitisation” support offer developed Launch Space Hub 	<ul style="list-style-type: none"> Creative Tech Growth Booster project completed (GBF) Digital Skills project completed (GBF) Future Towns Mobility Demonstrator completed (GBF) Workspace Pilot evaluation completed Future Towns Innovation Hub delivered 	<ul style="list-style-type: none"> LGF Evaluation Enterprise M3 budget setting for 2022/23
Q4 (January 2022 – March 2022)	<ul style="list-style-type: none"> Updated Business support offer (Growth Hub) Commence new LEP model (in part) Completion of TfSE Area Studies 	<ul style="list-style-type: none"> Gigabit Commissioning commences Tri-LEP Energy Strategy complete Peer to Peer programme Evaluation (Q1 22-23) EZ - Basing View plot J – Developer for Grade A Office scheme in place Local Skills report published Digital Skills Partnership 	<ul style="list-style-type: none"> Establish a CO2 emissions methodology MOU signed outlining collective approach to trade and investment Growth Hub ‘Aftercare’ process in place Trade & Investment proposition for EM3 	<ul style="list-style-type: none"> Induction, Learning and Development Plan Annual Performance Review Agreed Annual Budget Annual Final Accounts Report for RFAC/Board and Annual Return (Q1 22-23) Close down capital programme Capital programme year end and accruals

Progress will be monitored by Management Team on a monthly basis



APPENDICES

3.1 STRUCTURE CHART



3.2 GOVERNANCE CHART

The Enterprise M3 Board

The Enterprise M3 Board is responsible for the overall strategic direction of the LEP, establishing targets and priorities and monitoring progress towards those targets.

It is a business-led board made up of 20 members, split between the private, public and not-for-profit sector.

Groups providing strategic advice to the Enterprise M3 Board

The following groups provide strategic oversight for different Enterprise M3 projects and funding streams and advise the Enterprise M3 Board on particular projects.

European
Management
Group

Programme
Management
Group

Nominations
Committee

Resources,
Finance and
Audit Committee

COVID19 Sub
Group
(temporary)

JOINT LEADERS BOARD

Made up of the 15 Local Authorities within the Enterprise M3 area, the JLB helps to advise Enterprise M3 on strategic priorities for growth and provides a mechanism for co-ordinating the combined contribution of councils on actions and activities to deliver the Strategic Economic Plan, and the resources required to implement them

Action Groups

There are three action groups which are led by a chair from the private sector. These groups report directly to the Enterprise M3 Board and play a key role in providing specialist advice and recommendations on the delivery of the Strategic Economic Plan.

Enterprise &
Innovation

Skills Advisory
Panel

Smart Mobility
and Transport

Clean Growth
Forum

Enterprise Zone Programme
Steering Group

3.3 OPERATIONAL BUDGET

- The 2021/22 operational budget was approved by the Board in January 2021. Our focus in 2021/22 will be to continue supporting viable businesses to stay trading, and work to secure the revival and renewal of our economy, by securing the help needed through our integrated LEP and Growth Hub service.
- Alongside this, we will develop and promote delivery of our Local Industrial Strategy with our partners and stakeholders; deliver our remaining capital programmes; meet existing capital funds spending targets; and continue to deliver our careers activity and Enterprise Zone.
- Our operational budget is regularly reviewed, to ensure it is as lean as possible and maximises income.
- All revenue and capital funds relating to the LEP's activities, are held by, and accounted for by our Accountable Body, Hampshire County Council. The transactions and balances are separately identified within their accounting records, and subject to an annual external audit review, as part of the Council's accounts. Once audited, the accounts will be available on our website <https://www.enterprisem3.org.uk/governance>

2021/22 Income and Expenditure	2021-22 BUDGET
INCOME	£'000
Government funding - Core operations	550
Government funding – Growth Hub	537
Partnership Contributions (LA,FE,HE)	403
Interest receivable on loans and LEP balances	124
Application Fees	115
Careers and Enterprise Service funding	151
Transfer from Capital to Revenue	60
Enterprise Zone Business Rate Growth	220
Other	69
TOTAL INCOME	2,229
EXPENDITURE	
Staff costs	1,845
Research, studies and communications	237
Growth Hub Service (non-staff) costs	278
Accountable Body	53
Running costs	475
TOTAL EXPENDITURE	2,888

OUTPUTS SUMMARY 2021-22

Growth Hub KPIs

Indicator	KPI
Total number of unique visitors to Growth Hub website	12000
Total hours of direct business support	2,400
Enterprises receiving high intensity support (HIGP)	180
Referrals to core partners	120
Increased Innovation	75%
Increased turnover	20%
Job safeguarded	180
National Framework	
Support provided by phone	3,500
Support provided face-to-face (unique businesses)	300
Number of businesses acting on advice	120

★ Monitored quarterly by Management Team

★ Monitored quarterly by PMG

CEC KPIs

Target	KPI
★ Engage 115 schools and colleges with the CEC programme.	115 schools engaged with CEC
Every school and college in the EAN has an EA matched	97 schools matched with EA
Stakeholder satisfaction; 70%+ EA satisfaction 70%+ institute	70% EA satisfaction 70% Institute
Ensure Compass reports are shared and institutes re-evaluate half termly	115 institutes
Upgrade 60% mainstream schools in network to Compass+	44 mainstream schools
ECs to set meetings with schools and colleges to monitor school and college progress - focus on those who are below targets on Benchmarks 1, 5 and 6	95 institutes – 100% GB1 90 Institutes – 100% GB5 35 institutes – 100% GB6 27 institutes – partial GB6

Capital Programmes KPIs

Output	2021-22
★ New Homes completed	700
★ Jobs created/safeguarded	642
★ Apprenticeships	400
★ Commercial floorspace created	6,770 sqm
★ Learners supported	3,000
★ Buildings retrofitted	24
★ CO2 savings (KG)	235,000
★ Spend	100%

enterprise **m3**

Delivering prosperity through innovation