



# CHAIR'S FOREWORD

**This year has seen Government encourage LEPs to put in place activities that strengthen their position for driving forward improvements in productivity.**

As PM, Theresa May took time out of an exceptionally busy schedule to meet with LEP Chairs twice. We discussed ways of grasping opportunities and pushing ahead with delivery of ventures to strengthen the national economy. The fact these went ahead despite the turmoil of Brexit, confirms to me that LEPs are now regarded by Government as being firmly at the heart of their regions, and are essential to the delivery of the Industrial Strategy.

At Enterprise M3 we took a really positive step forwards in delivering the Government's Industrial Strategy by publishing our refreshed Strategic Economic Plan. In it we set out how digital and clean growth are front and centre of our way forward as we start to deliver on the Government's Grand Challenges. Combining our focus on delivery with an excellent and ambitious strategy makes us a formidable force for change.

This year saw us signing more than two contracts, on average, every month. We have invested

almost £37m to deliver 37 high impact projects. We made £10m worth of loans. This money is making a real difference to people's lives, supporting more than 900 new homes and more than 1,600 jobs. Both of those numbers have smashed our own targets. It is delivery not deliberation which marks out EM3.

Our Board has had to devote a considerable amount of time to internal matters in the past twelve months, as we have implemented the recommendations of the Government's Review of LEPs and ensured we set the very highest standards of governance. I am particularly proud of the progress we have made to increase the diversity of our Board. I firmly believe greater diversity equals better decisions.

This Annual Report is a success story – highlighting the achievements of a LEP which delivers results. That is not down to good fortune. It is down to the partners we work with, my colleagues on the EM3 Board, the Chief Executive and every other member of the EM3 team. I thank everyone for their drive, energy and enthusiasm and we are ready to work with all in embracing the opportunities ahead.



A handwritten signature in black ink, appearing to read 'DAVE AXAM'.

**DAVE AXAM**

Chair EM3

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# WHAT IS ENTERPRISE M3 LEP?

Enterprise M3 Local Enterprise Partnership helps to deliver increased productivity, prosperity and an improved quality of life for people living and working across our area covering west Surrey and most of the county of Hampshire.

We are business-led, but bring together a partnership of both private and public sector organisations. These include small businesses, larger companies, local authorities, not-for-profit organisations, colleges and universities.

Our strategic economic investments help create, nurture and sustain the right conditions for economic success and enhanced productivity in our area. We aim to step in to enable growth which otherwise wouldn't happen.

We are one of 38 LEPs in England. We receive funds from Central Government, and local partners, which we use to leverage further investment from private and public sources.



March 2019 saw a change of geography for EM3. Winchester City, Test Valley Borough and East Hants District Councils, three districts previously spilt between EM3 and Solent LEPs, are now wholly within the Enterprise M3 area. New Forest District Council has joined the Solent LEP area. See page 33 for more information.

## THE ENTERPRISE M3 WAY



**Collaboration and partnership - essential to success**



**Focus on results - achieving economic prosperity for all our people and places**



**Agile in the face of global challenges and fast change**



# ENTERPRISE M3 BOARD MEMBERS

Enterprise M3 has a business-led Board of 20 members, and one co-opted member. These are high calibre, highly experienced people with diverse backgrounds. They are selected for their business acumen and specialist expertise, and drawn from the private, public and not-for-profit sectors. Our Board members are extremely active and engaged with helping to deliver the LEP's Strategic Economic Plan.

Collectively, the Board, led by Dave Axam, is responsible for the overall strategic direction of the LEP, establishing targets, priorities and monitoring progress. An Assurance Framework,

based on guidance from central Government, sets out its role and Terms of Reference. Each Board member and EM3 staff member completes a Register of Interests form.

Enquiries from anyone interested in joining the Board are welcome at anytime. Vacancies are openly advertised and candidates are selected and interviewed by a nominations committee drawn from the existing Board. The Assurance Framework, the full Register of Interests, and minutes of Board meetings can be found on the EM3 website.

[www.enterprisem3.org.uk](http://www.enterprisem3.org.uk)

## PRIVATE SECTOR



### DAVE AXAM (Chair)

Managing Director  
AI2EV Limited  
[in](#) Dave Axam



### DR DEBORAH ALLEN (Deputy Chair)

Managing Director  
Operations Governance  
BAE Systems  
[in](#) 0\_deb



### ANDREW LAMBERT

Managing Director  
Electronic Media Services Ltd  
[in](#) @EMS\_Andrew



### LINDA CHEUNG

Chief Executive  
Intrapreneur Nation  
[in](#) LindaCheungUK  
[in](#) LindaCheungUK



### JAMES CRETNEY

Chief Executive  
Marwell Wildlife  
[in](#) @Marwellwildlife  
jamesc@marwell.org.uk



### BARNEY ELY

Director of HR  
Hays  
barney.ely@hays.com



### STACEY KING

Regional Partnership  
Director  
South East BT  
[in](#) @imstaceyking



### JIM MCALLISTER

Chief Executive  
The Rutland Group  
jim.mcallister@rutland.co.uk



### ROSS MCNALLY

Executive Chair  
Hampshire Chamber  
of Commerce  
[in](#) @RossMcNally6



### KEN MOON

Chairman of South  
Central Region  
Federation of Small Businesses  
ken.moon@fsb.org.uk  
[in](#) @kenmoon1949

## The following members stepped down from our Board during the year.

Chris Tinker, Crest Nicholson, stepped down in November 2018 after serving six years on the Board. Cllr John Furey, Surrey County Council, stepped down in November 2018 and had been on the Board since May 2017. Nick Elphick, Moncel Consulting, stepped

down in March 2019 after serving three years on the Board. Nick played a key role in helping the LEP prepare for incorporation and as chair of Enterprise Zone Steering Group. Cllr Clive Sanders stepped down from May 2019 after five years.

**We would like to take this opportunity to thank them for the time, wisdom and invaluable expertise, they invested in guiding Enterprise M3 LEP.**



## LOCAL AUTHORITY AND MOD



### CLLR KEITH MANS

Deputy Leader\*  
Hampshire County Council  
keith.mans@hants.gov.uk

\*Elected Leader May 2019



### CLLR CLIVE SANDERS\*

Leader  
Basingstoke & Deane  
Borough Council  
\*Announced in March, stepping  
down as council leader and from  
Board in May 2019



### CLLR COLIN KEMP

Deputy Leader  
Surrey County Council  
and Cabinet Member for  
Economic Growth  
@cllrcolinkemp  
colin.kemp@surreycc.gov.uk



### CLLR JULIA POTTS\*

Leader  
Waverley Borough Council  
Julia.Potts@waverley.gov.uk  
\*Stepping down from  
Board and no longer  
council leader since May  
2019



### CLLR DAVID CLIFFORD

Leader Rushmoor Borough  
Council  
Rushmoor Borough Council  
@davidclifford  
david.clifford@rushmoor.gov.uk



### CLLR PAUL SPOONER\*

Leader  
Guildford Borough Council  
@PaulKGB  
Paul.Spooner@guildford.gov.uk

\*Stepping down from Board  
and no longer council leader  
since May 2019



### COL SIMON BROWNE

DComd 11 Infantry Brigade  
Armed Forces  
Simon.Browne625@mod.gov.uk



## HIGHER AND FURTHER EDUCATION & NOT FOR PROFIT



### TIM JACKSON

Principal  
Sparsholt and Andover  
College  
@TJacksonSCH



### PROF PAUL HOGG

Vice Principal for  
Innovation & Regional  
Affairs, Royal Holloway  
University of London  
@paulhog49556588  
paul.hogg@rhul.ac.uk



### JASON GASKELL

Chief Executive  
Surrey Community  
Action  
@surreyca  
JasonG@SurreyCA.org.uk

## CO-OPTED



### DR MIKE SHORT CBE

Chief Scientific Adviser  
Department for  
International Trade  
Dr Mike Short

## Special thanks also to these Board members and partners:

Virginia Barrett, Farnborough College of Technology,  
Chair of Further Education College, Principals Group  
Linda Cheung, Chair, Enterprise Zone Programme Steering Group  
James Cretney, Chair, Programme Management Group  
Tim Jackson, Diversity Champion  
Paul Hogg, Chair of Higher Education Group  
Ken Moon, SME Champion  
Cllr Clive Sanders, Chair, Joint Leaders Board & Resources,  
Finance and Audit Cttee

Mike D'Alton, WSP Group, Chair, Transport Action Group  
Barney Ely, Chair, Skills & Talent Action Group and developing Govt.  
supported Skills Advisory Panel  
Andrew Lambert, Chair, Enterprise & Innovation Action Group  
and Space/Satellite Cluster Group  
Mark Lebus, LC Energy, for his time chairing Rural Action Group,  
developing next steps for this group and expert advice on clean growth  
Michael Knott, Barton Willmore, Chair, Land and Property Group,  
and continuing expert advice on our Local Industrial Strategy

# CHIEF EXECUTIVE'S YEAR SUMMARY

**This year marked a significant step up for the LEP. We moved from being a start up to a scale up company, and we are now a sure-footed, confident organisation well placed to take advantage of the challenges and the opportunities of the year ahead. “Delivering Prosperity with Innovation”, our new strapline, is spot on.**

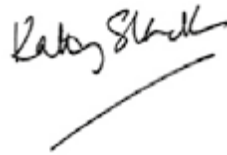
We have built stronger relationships between schools and employers by bringing the careers and enterprise team in-house, expanding their number and increasing the businesses working with schools on the future needs for the workforce. Preparing for the future runs through our work on innovation. We have initiated activity on a Cyber Security & Big Data Centre of Excellence at Royal Holloway and a National Centre for Horticultural Research Excellence at RHS Wisley.

My visit to the new exhibition and events space at Farnborough Airshow this year was particularly memorable – to see the throngs of people flocking through the doors, that for so many years had simply been sketches and plans on paper, was overwhelming. At a time when exporting is so critical, being able to say “We helped achieve this” was a highlight of my year.

I cannot avoid mentioning Brexit. Our response epitomises Enterprise M3 – an approach embedded in partnership which has seen us, along with our Growth Hub, business membership organisations and local authorities develop a Brexit Intelligence online portal and run Brexit clinics throughout the area to support small businesses to prepare for a future outside the EU.

This year saw us welcome all of Test Valley, Winchester and East Hants district council areas, as our boundaries were redrawn. Alongside this change we have strengthened our relationship with our surrounding LEPs, especially Solent LEP, which now has the whole of the New Forest within its boundary.

Every year I mention how “the Enterprise M3 Way” guides our approach. Our collaboration is the cornerstone of our success. Our focus on impact and delivery is evident from the string of new developments up and running and contributing to prosperity in business, in our workforce or in our communities. We will be agile and act fast in the face of global challenge. In summary, Business led in Culture, Collaborative in Practice and Agile and Ambitious in Style.



**KATHY SLACK**

Chief Executive



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# OUR IMPACT

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“ There is a wide range of knowledge and expertise contained within the Enterprise M3 Board. I benefit from that enormously and, in turn, can contribute to it by adding my experience gained in over 30 years in business. ”

Jim McAllister , CEO The Rutland Group & Enterprise M3  
Board member

# 10 HIGHLIGHTS OF 2018-2019

## 1. SMART FUNDING FOR MAXIMUM RESULTS

**£36.9m**

to deliver 37 high impact projects



**28**  
contracts  
signed

**£10m**  
loans



Exceeding targets

**925** new homes



Exceeding target  
by 70%



**1,603**  
jobs

Exceeding target  
by 130%

INVESTMENT

## 2. FOCUS ON HIGH GROWTH, HIGH POTENTIAL INNOVATORS



**1,200**  
scale ups in EM3

highest in UK outside of London

**£10m**

EM3 Funding Escalator

launched to support  
high growth SMEs

INNOVATION

## 3. GROWTH HUB

**10,300**

businesses accessed  
expert information



**254**

jobs created/saved

**220**

growing, high potential  
enterprises supported

ENTERPRISE

## 4. BUSINESS SUPPORT PREPARING FOR BREXIT



Working with 8 partners

**1,500+ views**  
Brexit toolkit



**14 Brexit Clinics**

scheduled to support local businesses



Weekly Brexit Impact reports  
to Government

## 5. ENTERPRISE ZONE



**BASING VIEW**

**£8m**

invested in Basing View

**12,077m<sup>2</sup>**

creating high spec  
office space

**LONGCROSS**

**£3.3m**

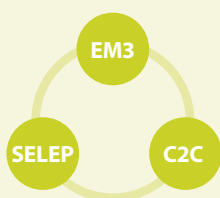
invested in Longcross

**78,968m<sup>2</sup>**

creating high spec  
office space

## 6. SOUTH2EAST ENERGY STRATEGY

3 LEP Partnership



To leverage  
**£14.7bn**  
investment  
in commercial  
projects

Launched with action plan

To reduce  
carbon emissions  
equivalent to  
removing

**5m  
cars**

from our roads



CLEAN GROWTH

## 7. ENTERPRISE M3 LEP ACCLAIMED FOR HELPING HIGH PERFORMING EXPORTERS

EM3 Chief Executive, Kathy Slack,  
appointed as

**Export Champion**

Chosen by Department for  
International Trade (DIT) in recognition  
of expertise in supporting businesses  
to become successful exporters



EXPORTS

## 8. RELIEF ROAD AND GATEWAY TO REGENERATED TOWN OPENED

**£17.5m**

EM3 investment in Whitehill & Bordon  
Relief Road – largest single investment  
the LEP has ever made



**3,350** homes



**5,500** jobs



apprenticeships, business innovation  
centres and enterprise zones

PLACE

## 9. STRATEGIC ECONOMIC PLAN 2018-2030



**A globally competitive region**

unique for its knowledge, digital  
and design based economy

Produced in collaboration with

**200**

businesses, universities, colleges,  
local authorities & other partners.

EM3 is one of six LEPs whose strategy is  
judged "exceptional" by Govt



## 10. CAREERS ENTERPRISE COMPANY



Number of young  
people inspired to be  
"work ready" escalated



Largest network of Business  
Ambassadors working with  
schools in the central south

SKILLS

# INVESTMENT FOOTPRINT

## Key

- Projects completed before 2018-2019
- Projects funded in 2018-2019
- New projects in 2019-2020



## Projects funded in 2018-2019

1	Basingstoke SW Corridor to Growth (Ph1 – A30 Winchester Road Roundabout)
2	Tannery Studios Phase 2, Send
3	Runnymede Roundabout
4	49 Innovation Centre, Lymington (previously known as C4Si)
5	Brooklands College - STEM Engineering and Construction expansion and improved infrastructure
6	Guildford College Technology Tower
7	Condition Works at Sparsholt College
8	Junction 2a Bordon Relief Road
9	Basingstoke NE Corridor to Growth - A33 (Phases 2 & 3)
10	Brookhurst College Main Teaching Block
11	Basingstoke NE Corridor to Growth - A33 (Phase 4)
12	Centre of Excellence in Horticultural Science and Learning - RHS Wisley
13	Enterprise Zone - Basing View, Plot J
14	Whitehill and Bordon Relief Road
15	Elmbridge Invest for Growth
16	Enterprise Zone - Basing View, Plot W
17	Farnham Road Bridge, Guildford
18	Farnborough International Exhibition and Conference Centre
19	Guildford Town Centre Walnut Tree Bridge
20	Winchester Science Centre - Inspiring Science for All
21	Meadows A30/A331 Camberley
22	Enterprise Zone - Longcross upgrade to power supply
23	Whitehill and Bordon A325 Integration Works
24	Staines-upon-Thames Sustainable Transport Package
25	Guildford Town Centre Transport Infrastructure Package
26	Enterprise Zone - Basing View, Plot K/K1
27	Regional Cyber Security and Big Data Innovation Centre - Royal Holloway, University of London, Egham
28	Camberley Public Realm improvements
29	Whitehill and Bordon Sustainable Transport Package
30	Basingstoke SW Corridor to Growth Phase 2
31	Blackwater Valley Hotspots
32	Guildford Sustainable Movement Corridor West Phase 1
33	Guildford Quality Bus Corridors
34	Centre for Digital Creativity, Royal Holloway, University of London, Egham
35	Growth Hub (located across the Enterprise M3 area)
36	Pathway to the Virtual Campus – EM3 Digital Technology Centres (located across the Enterprise M3 area)
37	Fund Management Service (known as the Enterprise M3 Funding Escalator)

**Swindon and Wiltshire LEP**  
Local Enterprise Partnership

**Solent**  
Local Enterprise Partnership





#### New projects in 2019-2020

(Projects are subject to completion of business cases and due diligence)

38	Innovation South Virtual Campus – Across the colleges in the Enterprise M3 area the colleges in the Enterprise M3 area
39	Spelthorne Kick-starting gigabit city
40	Town Mills Andover
41	Aldershot Town Centre Railway Station
42	Sparsholt Animal Health and Welfare Research Facility
43	Aldershot Town Centre Regeneration
44	5G project – phase 3
45	Emerging Technologies Hub and Innovation Centre at Farnborough College
46	Camberley London Road Highways Improvements
47	Aldershot Games Hub
48	Enterprise Zone – Longcross Discovery Building
49	Station Approach Winchester
50	Woking Sustainable Transport Package
51	A31 Highway Resilience
52	Brooklands Business Park Accessibility
53	Farnborough Growth Package
54	Basingstoke SW Corridor to Growth – Brighton Hill Roundabout
55	Guildford Housing Zone
56	Basing View 5G Living Lab
57	Health Tech Accelerator
58	Performance Materials Innovation Centre
59	The Future Towns Innovation Hub
60	Aerospace Research and Innovation Centre
61	Fleet Pond Green Corridor
62	Guildford Community Bike Share
63	North Downs Line Improvements

# INVESTING FOR RESULTS

## LOCAL GROWTH FUND

In 2018-2019 we invested a total of

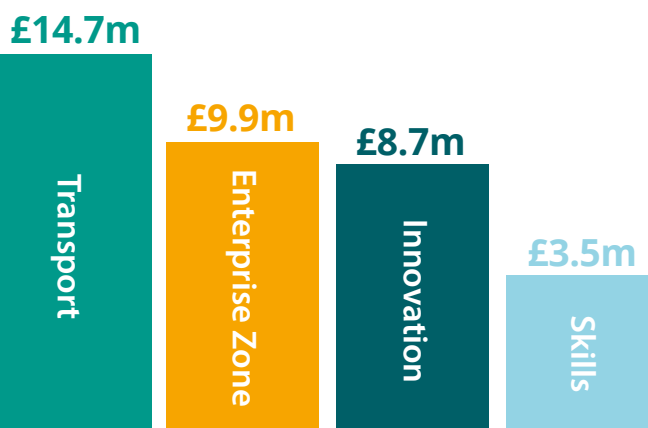
**£36.9m**

of our Local Growth Fund signing contracts for



**28 new projects**

The £36.9m of capital funding was invested in these main areas:



In **homes, jobs and employment space** our investments delivered results significantly beyond our own targets



**925**

**new homes**

exceeding our target  
by almost **70%**



**1,603**

**jobs saved/created**

exceeding our target more than  
twice over **130%**



**4,252m<sup>2</sup>**

**of commercial  
floorspace**

exceeding our target by **17%**

We had  
**SIGNIFICANT IMPACT  
ON THE SUPPLY  
OF SKILLS AND  
CULTIVATION OF TALENT**  
in our area

2	7	0	8
	2	9	0
8	3	0	2

**LEARNERS**

**APPRENTICESHIPS**

**M<sup>2</sup> LEARNING FLOORSPACE**



**£44.7m**  
(€50m)



These funds from the European Structural and Investment Fund (ESIF) are for use in our area. For more information, please refer to our European Funding page on [www.enterprisem3.org.uk](http://www.enterprisem3.org.uk)

THIS DIVIDES INTO THREE FUNDS:

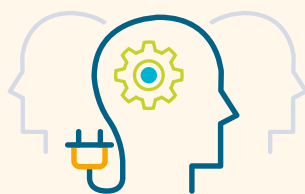
£22.5m

to support the success of high growth potential businesses, encouraging research and innovation, exports, digital growth and low carbon initiatives. To date 670 businesses have benefited.



£17.8m

for skills, employment and employability with a focus on higher skilled and technical occupations.



£4.4m

to be allocated in support of SMEs in rural areas.



We have been working hard to convey the important message to our businesses that the Treasury has **guaranteed ERDF and ESF funding\*** for projects contracted by December 2020. Projects can run up to December 2023 regardless of the outcome of the Brexit negotiations.

\*As at May 2019, funding commitment for EAFRD is under Govt. review. This review will determine whether there is the opportunity to launch a national reserve fund later in the year.

# SUCCESSES OF 2018-2019

## AI & DIGITAL



### 5G – Towards a Step Change in Digital Connectivity

Digital enabling technology is likely to be the single biggest future enabler of economic growth, competitiveness and improved productivity. Data will be the fuel of the next Industrial Revolution “Industry 4.0” and successful economies must have the means to transfer ever larger quantities efficiently and at ultra fast speeds. This will unlock machine-to-machine communications which will revolutionise manufacturing processes, the delivery of services, transform public services and bring the potential to make huge productivity gains.

Enterprise M3 LEP is one of the original partners and investors in the 5G Innovation Centre at the University of Surrey, contributing to a consortium of major communications companies including Huawei, Vodafone and Samsung. Strengths in areas including 5G, cyber security and high value sectors such as satellite and space technologies mean EM3 has all the key ingredients to aim to be among the world leaders in 5G delivery, exporting knowledge and services worldwide.

Early work on our local industrial strategy has included initial discussions with local and national partners to develop



5G Innovation Centre at the University of Surrey

### Commercial Success of Clean Growth at the Heart of our SE Energy Strategy



School pupils learning about solar energy at Dunsfold Park, Surrey

A strategy for the South East which will help meet statutory climate change targets and accelerate clean growth was drawn up by EM3, Coast to Capital and South East LEP

working in partnership with Siemens. The South2East Local Energy Strategy lists five priority themes for action: low carbon heating; renewable energy generation; energy saving

“smart places,” innovations in products and services and achieve a step change in digital connectivity across the EM3 area. This may be through a digital infrastructure fibre spine, rapidly evolving satellite technology and an increase in the range of facilities for experimentation and commercialisation of 5G.

We have devised plans to offer personalised support to SMEs to help them maximise the growth potential of 5G. An experienced 5G advisor will help train and upskill our Growth Hub business support champions in 5G opportunities. Our aim is to help ensure our SMEs have full opportunity to exploit 5G technology.

## Helping Companies Win the Cyber Wars

According to the National Cyber Security Centre, now smartphones, computers and the internet are such a fundamental part of modern life, it's more important than ever to take steps that can prevent cyber criminals getting hold of our accounts, data, and devices. Regional businesses and entrepreneurs will benefit from a new centre of excellence in cyber security and big data, to be built at Royal Holloway, University of London.



Royal Holloway Cyber Security Building

EM3 is funding £5m of the £13m project. The centre will include a 'War Room' where companies can simulate cyber security breaches and learn how to withstand attacks on their system. The facilities will also allow them to try to penetrate and hack resilient systems using their own industry standard tools. Businesses will be able to work with academic researchers in shared working areas along with meeting rooms, training areas and incubation space for start-up companies. The new centre is expected to deliver incubation for a minimum of 25 businesses and 500 new jobs over five years, as well as an increase in GVA of £300m to £500m over a ten-year period.

and efficiency; smart energy systems; and transport. From those, 18 project models have been highlighted for their potential to achieve significant carbon emission savings, to be rolled out and scaled up across the region, and for attracting investors. Examples include supporting the development of EV charging; district heat networks; developing solar arrays on council-owned landfill sites; and supporting the development of a biomass supply chain to use the South East's natural resources. EM3 has prioritised clean growth projects as part of a capital growth fund launched this year. The South2East Local Energy Strategy aims to secure £14.7bn of commercially and technically viable projects and deliver a reduction in emissions across the electricity, heat and transport sectors, equivalent to removing all five million cars in the south east from the road.

## A UK First in a Public Transport Revolution

In Guildford, Stagecoach, the local bus operator has introduced the country's first 100% electric Park and Ride bus fleet. Guildford is leading the clean growth, transport



**CLEAN  
GROWTH**



Guildford electric buses

revolution with nine electric buses serving the park-and-ride route, connecting three car parks and the Spectrum leisure centre, with the town centre. This pioneering, clean growth solution for public transport is a great step forward and complements both the investment of £8m we have made in infrastructure through the Guildford Town Centre Transport Package and Sustainable Movement Corridor, and the new mobility element of our emerging Local Industrial Strategy.

### Less Waste; More Heat – Marwell’s Tropical House opens

A spectacular new Tropical House constructed out of a 100% recyclable material opened this year at Marwell Wildlife. Leading the way in sustainability, the Tropical House showcases to visitors the effects of climate change, how the energy we need to power our modern lifestyles is generated

and how alternative renewable energy can help humans and animals alike. EM3 invested £1.5m in the £7.8m project including the “Energy for Life” waste management centre. An impressive array of national and international centres of excellence were also involved including University of Southampton, Clean Carbon Research Group, University of Surrey, School of Veterinary Medicine, NASA Goddard Institute for Space Studies and Stanford University. Marwell’s animal waste (dung, soiled bedding and leftover hay) and woodchip from its woodland management operations is converted into energy to heat the site, removing the need for waste collection and saving about 150 local lorry journeys. Rainwater is harvested and recycled. This Tropical House and the Energy for Life Centre significantly reduces Marwell Wildlife’s carbon footprint by approximately 15,000 tones and is a step closer to the goal of the zoo becoming carbon neutral by 2020

## INNOVATION



### ‘49’ Innovation Centre will combine entrepreneurial creativity and social value

Society is facing economic, environmental, social and cultural challenges but a new Innovation Centre in the New Forest, ‘49’ is combining the power of open innovation with business know-how to address some of the toughest challenges in society.

EM3 provided nearly £1/4m investment alongside New Forest District and Hampshire County Councils as well as the private sector to develop the Innovation Centre’s three ‘academies’ which are tailored to digital innovation, business expertise and social enterprise.

49 incentivises entrepreneurs by offering facilities, support and investment for their business ideas and, at the same time, enabling them to contribute to delivering social impact.



49 Innovation Centre, New Forest

Opened last December, the Centre invites entrepreneurs to take part in investment readiness, exporting, incubation and acceleration programmes combined with business mentoring and, critically, gives them opportunities to pitch for capital investment. The programmes and investment are also be offered to social enterprises and charities who are ambitious to scale up.

49 aims to make them more efficient and give them the environment and the skills to grow, enabling them to focus on the issues they were set up to tackle. In return, they offer their expertise to work with 49 on new pilot schemes to develop technological solutions leading to the commercialisation of the new technology.





Marwell Wildlife

## Bigger than Movies & Music Combined - Supporting the £5.7 billion Gaming Market

UK gaming is now worth more than movies and music markets combined, and the industry has always been supported by EM3 as a priority high growth sector. We have become sponsoring partners for the first Guildford Games Festival a major new consumer, cultural, and business event in to be held in June 2019. Guildford-Aldershot is one of 12 centres of game-making activity identified by Nesta. EM3 is investing £867k in the £2.1m Aldershot Digital Games Hub. In partnership with Rushmoor Borough Council, the innovation hub will provide a 60 place collaborative workspace for entrepreneurs in the digital gaming sector. It will create 93 jobs.



Guildford Games Festival 2019



RHS Wisley

## Meeting Global Challenges through the Science of Gardens and Gardening

EM3 is investing £1m in a new National Centre for Horticultural Science & Learning at RHS Wisley in Surrey. This new centre of excellence will address climate change and environmental challenges through scientific research about garden plants and how the way we garden can help us to prevent and manage pests, reduce the use of pesticides and find new ways of managing our water use and availability. 90 scientists, advisors, information specialists and PhD students will be able to come together to collaborate on research, education and skills. The Centre will create 20 jobs with RHS and a further 11 jobs within the onsite catering franchise.



Basing View architect's vision

## Building Success in the Enterprise Zones

EM3 is supporting the growth of high value and high potential businesses, premium commercial space and the creation of high value jobs through our multi-site Enterprise Zone. Located in Basingstoke, Whitehill & Bordon in Hampshire and Longcross in Surrey, these sites will enable EM3 and partners to grow a retained business rates fund for long term local investment. This year we have invested £3.3m in Longcross, creating 79,000m<sup>2</sup> of high spec office space.

We have also invested over £8m at Basing View in Basingstoke to help grow the high value business district and an impressive location for high growth ambitious companies. We have worked with Basingstoke & Deane Borough Council and private developers to support the creation of up to 12,077m<sup>2</sup> of Grade A office space, together with new hotel accommodation, conference and leisure facilities to complement existing excellent retail facilities.

## Gateway to a Prosperous & Sustainable Town



Whitehill and Bordon Relief Road

The Whitehill and Bordon Relief Road was formally opened this year. With a contribution of £17.5m of the £23m cost, this is the single largest investment the LEP has made to date. The road represents a key part of the major regeneration project

# ENTERPRISE



## Enterprise M3 Growth Hub

The EM3 Growth Hub provides support for a wide range of businesses, with a specific focus on scaleup businesses. Outside of London, the EM3 area now has the highest number of these high performing businesses in the UK. There are 1,200 and their number is increasing across EM3. The Scaleup Institute describes them as "fast-growing ambitious businesses with leaders hungry for success".



of the town, and is part of our integrated and collaborative approach to transforming towns.

EM3 is working closely with Hampshire County and East Hants District Councils, Homes England, Whitehill & Bordon Regeneration Company, Oxford Innovation and Basingstoke College of Technology to support a prosperous and sustainable new town with more than 3,350 new homes, 5,500 new jobs, opportunities for apprenticeships and growing businesses as well as an Enterprise Zone.

The new relief road provides a free-flowing alternative to the A325 around the village of Bordon, easing congestion and complementing the significant investment in the area we have already made to develop with partners the BASE Bordon Innovation Centre and Future Skills Centre.

### Heathrow – Maximising Opportunities: Mitigating Challenges

The Enterprise M3 economy depends on strong links to the UK's international airports; and improved connectivity. Southern rail access to Heathrow, in particular, coupled with enhanced aviation capacity, will enable local, regional and national economic growth, and market competitiveness for our towns.

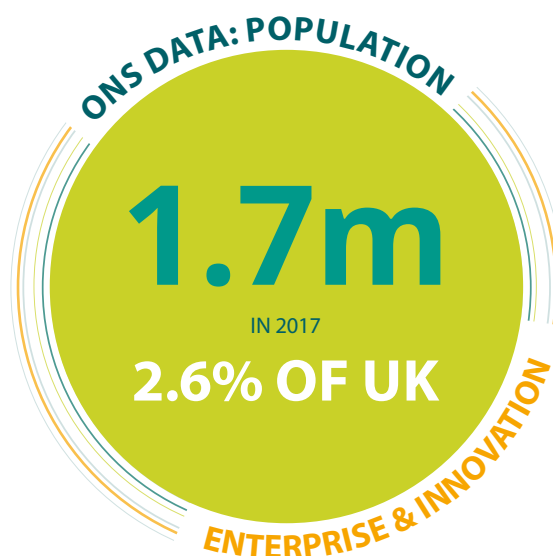
We continue to work closely with the independent Heathrow Strategic Planning Group and with Heathrow Airport on the development plan for airport expansion. We aim to help ensure the potential economic benefits are delivered across the whole of our area, alongside consideration for potential for clean growth and minimising the environmental impact, including noise and air pollution.

EM3 scaleups are employing a total of 112,000 staff; their turnover is worth £20.3 billion.

They are the engines of local economies, and typically twice as innovative as large firms, employ twice as many apprentices, are twice as likely to be operating in international markets, and create high quality jobs. 220 high value scale ups received expert support from the EM3 Growth Hub in the year.



## PLACES



Working with neighbouring LEs, Thames Valley Berkshire and Buckinghamshire Thames Valley and West London Business is central to these aims, and to promoting our area as a world-class sub-region. We are working with these partners to ensure the maximum benefits for the businesses and residents in our area, of clean growth, skills, business contracts and supply chains, the visitor economy, innovation & mobility.



Women entrepreneurs supported by EM3 Growth Hub

## Using Innovation to Fund Innovation

Growing numbers of new companies with bright ideas and big ambitions are benefiting from the EM3 Funding Escalator. The fund itself is a creative and innovative way of supporting high potential businesses who are the future growth machines of the local economy but considered too risky by commercial lenders. The £10m fund was launched last year and comprises of an expansion loan scheme, a short-term trade loan scheme and an equity growth fund. The fund provides eligible companies with loans and equity funding between £50,000 and £300,000 for activities that will deliver high-growth and employment opportunities across the



EM3 area. The returns on investment and repaid loans are recycled back into the fund, which means more firms are being supported at no extra cost to the public purse and so innovation funds innovation.

## Preparing For Brexit

When the Government asked LEPs and Growth Hubs to play a central role in accelerated preparations for Brexit, the Enterprise M3 response was swift. Within weeks, businesses in our area had access to an online “one-stop-shop Brexit Toolkit” and expert clinics targeted at SMES with one-to-one impartial advice from specialists on post Brexit customs & tax, international trade, regulations, employment and data. We were also providing weekly business intelligence reports to Government on the impact of Brexit.



## EXPORTS



## If We Can You Can

Exporting is one of the outstanding strengths of the EM3 economy, and EM3 Chief Executive, Kathy Slack, has been named as one of twenty-one South East Export Champions by the Department for International Trade. Kathy has been selected to join DIT's Export Community of Champions for her specialist knowledge in supporting businesses in successful international trade.

The role of the Community of Champions is to nurture a culture of exporting among businesses locally and across the UK. A shining example of the EM3 contribution to this is we have initiated a series of workshops with a range of our partners who specialise in export support services for business.

The purpose of this is to unite individuals' areas of expertise to work together as a powerful local “Export Support Team”.





Preparing for Brexit

Partnership working has been the bedrock of this EM3 & Growth Hub-led service and has been delivered with the support and financial contributions from the Chambers of Commerce, Federation of Small Businesses, District

and County Councils, Business South and DIT. Businesses attending our Brexit clinics consistently judged them as excellent or good, and our online Brexit Toolkit has attracted hundreds of hits. It is the most visited page on the Growth Hub website.

We have also produced promotional and case study videos to remind our partners EU funding is still available to support their ideas and ambitions for our area.

## A Permanent Home for the World Famous Farnborough International Airshow

EM3 played a leading role in confirming the region as an important centre for the global aerospace industry with its support for the new, purpose-built Farnborough International Exhibition and Conference Centre.

A £32m investment saw the Farnborough International Airshow held in a newly purpose-built and permanent Exhibition and Conference Centre for the first time in 2018.

The 2018 event saw US\$192bn in deals, up by \$67.5bn on the 2016 Airshow. More than 1,400 commercial aircraft were ordered valued at \$154bn; and more than 1,432 engines worth \$21.9bn.

Before then, the main exhibition of the world famous trade show had been held in a temporary structure, usually dismantled after each biennial Farnborough Airshow. The new



Farnborough International Airshow

12,500m<sup>2</sup> of flexible conference/ exhibition space includes 9 function rooms and in total can accommodate 2,500 delegates.

EM3 invested £5m and came together with Barclays, Rushmoor Borough Council, Hampshire County Council and Farnborough International Ltd to support the project as a major location for industry events throughout the year.

## Hundreds of Small Businesses Helped to Export

More than 400 smaller businesses across the South are getting help to access markets in 108 countries, thanks to a partnership of LEPs working with the Department for International Trade. EM3 has invested £600k of our European Regional Development Fund into the £1.2m South East International Business Growth (SEIBG) project.

It aims to improve the competitiveness of SMEs by helping them to grow their exports. Drawing on the expertise of the Department for International Trade, SMEs receive support including participation in sector specific events and workshops, trade shows, overseas missions and meet the buyer events. The total number of companies registered with SEIBG to date is 445 across the region. In EM3, 65 companies are in receipt of the 12 hours of support. The service is expected to continue until March 2020 and further information is available at <https://newable.co.uk/case-study/international-business-growth-project/>

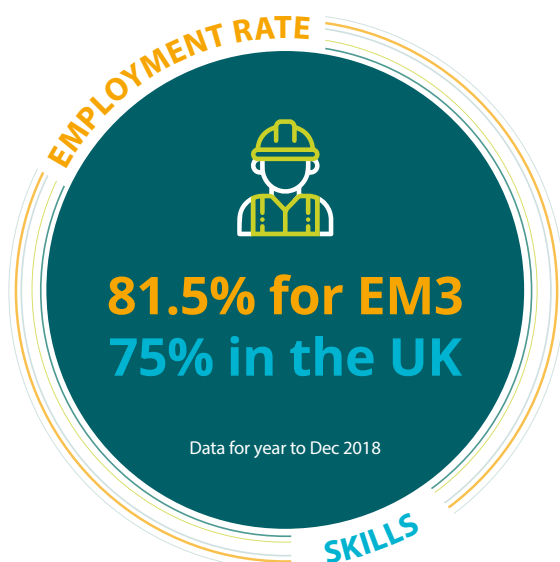
## SKILLS



Winchester Science Centre

### Widening Chances for Young People to Reach for the Stars

Our investment in the Winchester Science Centre will help inspire as many young people as possible to enjoy and engage in science. The improvements to the Centre's Planetarium will mean more children and young people with disabilities or impairments will be able to enjoy the Planetarium's immersive 360° experience and virtual tour through space. EM3 has invested £500k towards the £1.1m project, which includes advanced digital technology allowing an audience with visual and/or hearing impairments to enjoy a display of the star field in higher definition, access audio descriptions of the action and have British Sign Language.



### A Win-Win For Young People & Employers – EM3 working with the Careers Enterprise Company

EM3 and the Careers and Enterprise Company are joint investors in the development of a network of Business Ambassadors, which has grown so fast this year it is now the largest in the central south region. The Ambassadors, senior business people drawn from public and private sectors, including Arquiva, NDreams, the AA, WSP and AXA, work with secondary schools and colleges in our area helping staff and inspiring their students to prepare for the world of work. The EM3 team has increased the number of Ambassadors and schools engaged to 40 – growth of almost four fold in 7 months. It means increasing numbers of young people are benefiting from the expert career planning, contacts and jobs market insights of experienced employers. The Ambassadors, for their part, have the opportunity to influence the talent and work readiness of the future workforce. It's a win-win for young people and employers alike.

### Skills Tower

Construction students at Guildford College have benefited from newly refurbished workshops this year, thanks to EM3 which co-funded the creation of the College's new Technology Tower.

The five storey Tower, featuring carpentry, plumbing, electrical and multi-trades workshops, was officially opened last October and caters for students from Entry Level to Degree Level, as well as apprentices. Technology Tower features bespoke workshops, industry standard resources and was designed in collaboration with local employers who advised the College on the skills they are looking for in the future.

The creation of an AM2 Electrical Assessment centre was part of the proposed developments and will be the last part of the building to open, allowing existing electricians to ensure their skills remain current and meet the latest regulations.



Skills Tower



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# WORKING WITH BUSINESS

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The Enterprise M3 area is an excellent place to start, grow and locate a business. It is an essential role of the LEP to help foster the ideal conditions and environment for companies and their employees. This includes keeping up with changing national and international markets and new opportunities for emerging technologies.

# BUSINESS MAP

The map shows a selection of the larger private sector employers with a base or office in our area. All these companies have operations employing at least 250 employees.\*

Company name	
1	Compass Group PLC
2	Dimension Data Holdings PLC
3	Mondi PLC
4	BAE Systems (Operations) Limited
5	Virgin Media Finance PLC
6	SERCO Group PLC
7	The Berkley Group Holdings PLC
8	Entserv UK Limited
9	Rentokil Initial PLC
10	Spectris PLC
11	Allianz Holdings PLC
12	Capgemini APGEMINI UK PLC
13	BP Exploration Operating Company Limited
14	BAE Systems Marine Limited
15	BAE Systems Surafce Ships Limited
16	Pagegroup PLC
17	Siemens Gamesa Renewable Energy Limited
18	Specsavers UK Holdings Limited
19	TBC Bank Group PLC
20	Arqiva Group Limited
21	Eli Lilly and Company Limited
22	AA PLC
23	NATS Holdings Limited
24	McLaren Group Limited
25	ITW Limited
26	Qinetiq Group PLC
27	Enterprise Rent-A-Car European Holdings Limited
28	Secure Meters (UK) Limited
29	ISS Facility Services Limited
30	Siemens Public Limited Company
31	Game Digital PLC
32	CSC Computer Sciences Limited
33	BOC Limited
34	Bam Nuttall Limited
35	Specsavers Optical Superstores Limited
36	Virgin Media Limited
37	Philips Electronics UK Limited
38	McLaren Automotive Limited
39	De La Rue PLC



\* Employees may be based in other parts of country as well as EM3.





Company name	
40	Kerry Foods Limited
41	Air Products Public Limited Company
42	Genus PLC
43	Siemens Mobility Limited
44	Kentucky Fried Chicken (Great Britain) Limited
45	Siemens Healthcare Limited
46	GIST Limited
47	ESSCI Limited
48	TT Electronics PLC
49	ISS Mediclean Limited
50	BAE Systems Applied Intelligence Limited
51	Discoverie Group PLC
52	Berendsen UK Limited
53	CC 1 (2011) Limited
54	Zurich UK General Services Limited
55	Chemring Group PLC
56	Siemens Industrial Turbomachinery Limited
57	Hogg Robinson Group Limited
58	British Car Auctions Limited
59	Ontario Holding Limited
60	Simply Health Group Limited
61	Aramark Limited
62	Micheldever Tyre Services Limited
63	Kone Public Limited Company
64	AECOM Infrastructure & Environment UK Limited
65	Stannah Lifts Holdings Limited
66	Noon Products Limited
67	Thursdays (UK) Limited
68	Mondays (TOPCO) Limited
69	James Walker Group Limited
70	Coopervision Manufacturing Limited
71	Chubb Fire & Security Limited
72	Wood Group Industrial Services Limited
73	Vitacress Limited

Research data by EM3 based on Mint database statistics.

# BUSINESS PARTNERS

**Business lies at the heart of Enterprise M3's ambitions for growth. These are some of the businesses we are working with to improve our economy**

## Earth-i



Earth-i, based in Guildford, reveals a world of difference by using spatial data fusion to inform better decisions with insights from space. By combining a range of technologies, from Earth Observation imagery and video data to Artificial Intelligence

and Machine Learning, Earth-i delivers analytics, insights and intelligence with greater depth and meaning.

Earth-i plan to deploy a constellation of small Earth Observation satellites, called Vivid-i, to deliver the world's first full colour, high-resolution video from space. The Vivid-i Constellation of 15 satellites will provide the unique opportunity to revisit any location multiple times per day, and unlock levels of detail which have never been seen before. Working together with EM3 LEP, with its reputation for delivering results and knowledge of the digital economy, gives us unprecedented access to local businesses (of all sizes) across Surrey and Hampshire to help us foster growth and innovation.



Guildford from Space

## Eli Lilly & Company



Lilly is a global healthcare leader that unites caring with discovery to make life better for people around the world. It is one of the

world's largest pharmaceutical companies and has been operating in the UK since 1934. London was host to Lilly's first office outside the United States and was closely followed by the first overseas manufacturing site, which opened in Basingstoke in 1939. Lilly has two sites in the UK - both of which are in the Enterprise M3 area: their UK headquarters in Basingstoke in Hampshire and the Erl Wood Research Centre, which is Lilly's global centre of excellence for neuroscience research, at Windlesham in Surrey. Lilly will be relocating within Basingstoke to a new building in Basing View within the EM3 Enterprise Zone. EM3 LEP has invested £2.6m in the development of the new site and is working in partnership with Basingstoke & Deane Borough Council.



## Arena Business Centres



Arena Business Centres, which provide serviced offices, plan to expand in the Basingstoke area with the acquisition of a new office building. Quantum

House is in a prominent location in the Enterprise Zone, Basing View, and will undergo extensive refurbishment before reopening as an Arena Business Centre early next year.

Arena opened its first centre in Ferndown (Dorset) in 2003. Since then, their portfolio has expanded to comprise eight operational centres across the south. The regeneration of The Square at Basing View is one of their most ambitious projects to date. The interior and exterior of the building have been transformed to deliver stylish, aesthetically pleasing offices and break out areas for residents. Since The Square opened in 2016 a thriving business community has developed at the



centre, encompassing start-ups and SMEs as well as high-profile corporations - such as Balfour Beatty.

Quantum House represents a similarly large-scale project and the team plan to transform the existing structure into a strikingly modern working environment for businesses of all sizes. Arena look forward to the opening of Quantum House in Spring 2020.



## Enterprise Holdings



Enterprise Holdings is the world's largest car rental provider and has both its UK and European head offices based in Egham, Surrey. In the

UK, Enterprise Holdings operates the Enterprise Rent-A-Car, National Car Rental and Alamo Rent A Car brands from more than 470 locations, employs over 5,000 people, and has a fleet exceeding 100,000 vehicles.

Employing a diverse range of talent and skills is central to the success of the business. Enterprise Holdings is one of the UK's largest graduate employers and works with more than 100 universities across the UK to access a wide range of talent for its renowned Management Training Programme.

The company is currently leading on a number of projects with towns and cities to reduce congestion and improve air quality. These range from Mobility as a Service (MaaS) pilots to car club provision, which provide consumers with a cost effective and sustainable alternative to private vehicle ownership. Mobility credits is also a key area in which Enterprise Holdings can help a city take older polluting vehicles off the road and provide integrated travel to consumers through a MaaS platform. Vice President of Strategy and Mobility at Enterprise Holdings, Ben Lawson, has been working with our Transport Action Group on Future Mobility issues, and was invited to become a member of the Transport Action Sub Group on Smart Mobility and new technology.



## Gulfstream

**Gulfstream**

In May 2018, following a comprehensive UK wide site selection process, it

was announced TAG Farnborough Airport had been chosen as the location for Gulfstream Aerospace Corporation's London Area Service Centre. A state of the art, purpose-built facility is under construction and expected to be operational by late 2020. Other UK airports had been considered, and EM3, Hampshire County Council and Rushmoor Borough Council worked together to make a persuasive business proposition and financial offer.

"We chose TAG Farnborough Airport because it is a London gateway airport dedicated exclusively to business aviation. Frequented by many of our operators, it offers amenities that complement our brand, with the space required for our current construction plans and future growth," said Derek Zimmerman, president, Gulfstream Product Support.

Taking over 4 years to secure, this significant, high-value project is an outstanding example of partnership working. "Gulfstream's announcement is powerful evidence of how overseas investors see the economic strengths of our area. This inward investment from a world class company specialising in advanced aerospace technologies is excellent news for our area and the UK", said EM3 Chair, Dave Axam.



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# HOW WE OPERATE

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“As a serving further education college senior leader it is my role to ensure the Board and its officers are clear about the capacity of the sector to support the current and future skills ambitions of the EM3 Strategy Economic Plan, and to engage fellow education leaders in initiatives to deliver effective individual and collective responses to these.”

Tim Jackson, Principal Sparsholt & Andover Colleges,  
Enterprise M3 Board member

# STRUCTURE OF ENTERPRISE M3



\*This group is also our developing Government supported Skills Advisory Panel



# GOVERNANCE & ACCOUNTABILITY

Enterprise M3 regards the open and transparent management of public funds as its most important responsibility. In July 2018, Government published “Strengthened Local Enterprise Partnerships” concluding a review of LEPs. In line with the requirements of this review, EM3 has revised its policies and procedures to ensure we operate to the highest standards of transparency and openness. As part of this, we are launching a new EM3 website in 2019 to offer easier public access to details of our projects, our investments and records of Board meetings.

## Assurance Framework

EM3 operates in line with an Assurance Framework which was updated to reflect the requirements of the LEP Review and is published on our website. The Assurance Framework is central to the way EM3 operates and determines the practices and standards necessary to provide assurance that decisions over funding are proper, transparent and represent value for money. It sets out the way EM3 manages the public funds for which it has responsibility and we supplement this through the information available on our website, including information on all of the projects funded by EM3 and the publication of our Board papers, agendas and minutes. The Assurance Framework also sets out the roles and responsibilities of the EM3 Board and its wider governance structure, including the process for recruitment of new Board Members.

The EM3 Joint Leaders Board brings together all of the Local Authorities across the EM3 area. Working alongside EM3, the scrutiny function of this group was strengthened and an annual dedicated scrutiny session of the Joint Leaders Board will be held, involving all Local Authorities across the EM3 area. The first of these will be held in late 2019. In addition to this strengthened role, the Chair and Chief Executive continue to present at each Joint Leaders Board and also appear at local authority scrutiny committees.

## Incorporation

EM3 became Enterprise M3 Ltd in March 2019 in order to comply with Government’s requirement that all LEPs must become legal entities. All Board Members became Directors of Enterprise M3 Ltd at this point and the Chief Executive of Enterprise M3 also became a Director. EM3 will continue to work closely with our Accountable Body, Hampshire County Council, and engage and work closely with them across our activity.

## Revised Geography

2018-2019 also saw a change of geography for EM3 with us welcoming the whole of East Hampshire District Council, Test Valley Borough Council and Winchester City Council. As part of these changes New Forest District Council have joined Solent LEP. We will continue to work closely with our neighbouring LEPs to ensure a smooth transition over the course of 2019-2020 and will honour the delivery of existing projects, Growth Hub and Funding Escalator services until March 2021.

## Board Membership and Recruitment

In May 2018, Dr Mike Short CBE handed over the role of EM3 Chair to Dave Axam. Dave has played a very significant role on the EM3 Board since joining in 2014 and has chaired the Programme Management Group and the SEP Steering Group before becoming the Chair of EM3.

Over the course of the year we have been delighted to welcome the following new Board Members:

- Stacey King
- Deborah Allen
- Jim McAllister
- Barney Ely
- Colin Kemp
- Dr Deborah Allen
- Cllr Colin Kemp

We were particularly pleased to welcome more women Board members and we are confident of meeting Government targets for women to make up a third of LEP Boards by 2020 and half of Boards by 2023.

The EM3 Board has also been supported by the appointment of a Senior Sponsor from Government. Isobel Stephen, who is Housing Supply Director at the Ministry of Housing, Communities and Local Government, has been working with the EM3 Board over the last year. The role is designed to enhance communications between LEPs and central Government and to raise awareness and understanding of LEPs across Whitehall. Isobel has been an extremely valuable source of advice to the Chair and Chief Executive, both in her specialist area of housing and her insights into working with Government. She has visited our area on several occasions. These have been excellent opportunities for us to showcase “the Enterprise M3 Way” and our particular approach to partnership working to support the region’s economic growth and productivity.

# FINANCIAL REPORT

**Enterprise M3 LEP receives funding from central Government and local partners to support its day to day activities, ensuring delivery of the priorities identified in the Strategic Economic Plan. We also receive further funding and investment from our local partners. The continued direct support from Local Authorities, Universities and Further Education Colleges across the area, provide a significant resource to support our work and activities to directly impact EM3's economy.**

The Resources, Finance and Audit Committee, a sub-group of the EM3 Board, was established in 2017 to support the Board on a range of operational issues. It provides oversight of financial monitoring and reporting, scrutinises the overall financial position, advises on future sustainability, and acts as a sounding Board offering internal scrutiny, problem solving and supportive advice.

We have a strong, collaborative relationship with our Accountable Body, Hampshire County Council. The Section 151 Officer has financial and governance oversight of decisions made by all the EM3 LEP decision making Boards, ensuring effective review of governance over financial decisions. The Section 151 Officer regularly attends the Programme Management Group and Resources, Finance and Audit Committee meetings, and is invited to attend and speak at all Board meetings.

Our 2017-2018 accounting records were successfully reviewed as part of the external audit of Hampshire County Council's financial statements. The financial statements for the year ended 31 March 2019, were presented to the EM3 Board in May 2019. They will be audited as part of Hampshire County Council's external audit, which will be completed in July 2019. Once audited the accounts will be available on our website:

[www.enterprisem3.org.uk](http://www.enterprisem3.org.uk)

## Enterprise M3 Income and Expenditure 2018-2019

2018-2019 Enterprise M3 Income and Expenditure	Notes	2019-2020 Budget	2018-2019	2017-2018
Income		£'000	£'000	£'000
Central Government	1	1,062	987	825
Partner contributions	2	267	288	316
Application Fees	3	344	347	87
Project Income	4	550	357	211
Enterprise Zone	5	250	170	161
EU Funding		53	66	47
Interest on balances	6	676	661	300
		<b>3,202</b>	<b>2,876</b>	<b>1,947</b>
Expenditure				
Staffing related costs		1,616	1,057	770
Due diligence		160	216	77
Research, consultancy and studies	7	494	282	415
Stakeholder engagement and events		60	65	41
Running costs		256	168	102
Accountable body support		70	42	50
Growth Hub costs		563	562	350
EU funded costs		53	66	47
Enterprise Zone	5	250	170	199
		<b>3,522</b>	<b>2,628</b>	<b>2,051</b>
<b>Net Increase/ (Decrease) in funds</b>		<b>(320)</b>	<b>248</b>	<b>(104)</b>

### Notes to 2018-2019 activity:

1. Income from Central Government includes core funding for operational activities of Enterprise M3 and the Growth Hub.
2. Partner contributions comprise income from local authorities, further and higher education establishment.
3. Application fees are charged to successful bidders for Local Growth Fund grants. These fees contribute to the direct costs of processing the bid.
4. Project income relates to funding received for specified activities, such as running our careers and enterprise service and holding specific events and workshops.
5. Enterprise Zone expenditure in its initial years is largely funded from Local Growth Fund grants which will be repaid from future Business Rates Income Growth.
6. EM3 accumulates interest on all funds held by HCC on its behalf, at a rate matching the Bank of England's base rate. EM3 also earns interest at varying rates, from loans issued from the LGF/GEF capital funds.
7. Research, consultancy and studies activity included the development of EM3's Local Industrial Strategy; delivering our refreshed SEP objectives; website development; communications contract; and responding to the LEP Review recommendations.

# ENTERPRISE M3 TEAM

## CHIEF EXECUTIVE



### KATHY SLACK

Chief Executive

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## ASSISTANT DIRECTORS



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### JEANNIE SATCHELL

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# LOOKING BACK ON A YEAR OF SUCCESS



**1.** Multi-million pound 'Enterprise M3 Clean Growth Enterprise Fund' announced at Marwell Wildlife. **2.** EM3's women Board members marked International Women's Day #BalanceforBetter. **3.** The EM3 Team. **4.** Mark Selby, EM3 Growth Champion, talks with leaders of high potential businesses during a 'Fireside Chat' at Scotland House during London Tech Week. **5.** Enjoying Shipwrights Way, a 50 mile path linking the villages of East Hampshire. **6.** The South2East Local Energy Strategy produced in partnership with Siemens, SELEP and C2C will accelerate clean growth.





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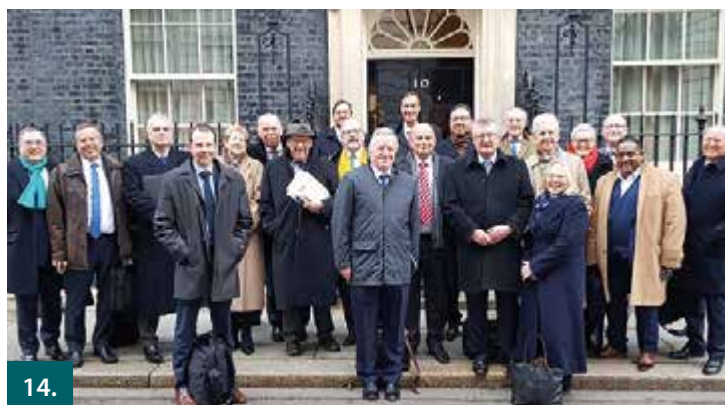
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14.

**7.** Basingstoke College of Technology (BCoT) has put the latest digital technology at the heart of its Learning Hub funded by EM3.

**8.** New apprenticeships supplying young people into skilled jobs. **9.** Government Director, Isobel Stephen visits Whitehill and Bordon.

**10.** Farnborough Conference Centre. **11.** The EM3 Board members at Watts Gallery. **12.** BASE Bordon Innovation Centre, backed by £4m of EM3 funding, marked its first year of success. **13.** Leaping Hare Hoop, Bramshot Farm County Park. **14.** EM3 chair Dave Axam joins other LEP chairs at Number 10 to highlight the organisations' work.

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# LOOKING TO THE FUTURE

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“Economic development locally needs to serve everyone, and diversity brings new and more inclusive ideas to the table. To strengthen EM3 diversity, we need to diversify our investment and export ambitions too.”

Dr Mike Short CBE, Chief Scientific Adviser, DIT  
and Enterprise M3 Board member



The refresh of our Strategic Economic Plan this year set the direction of travel for the future work of the LEP. Some of the main elements of the Plan are being taken forward and put into practice through our Local Industrial Strategy (LIS).

We have begun work on the LIS in a spirit of fresh thinking, openness to new evidence and a readiness to abandon assumptions.

The overarching aim for the LIS is improving productivity in a way which is to the greatest benefit of people and places across the area. Given that aim, the LEP Board have agreed an approach which will focus on a number of significant interventions for the area:

### DIGITAL CONNECTIVITY

A step change in digital connectivity and development of our strengths in digital enabling technologies which will open up opportunities to transform public services, develop new commercial applications and address poor mobile and broadband connectivity in parts of the area.

### SMART MOBILITY

Better and more efficient connections between businesses and their staff, supply chains and markets to enhance productivity and new approaches to mobility that suit the needs of residents and the nature of our area.

### A GATEWAY REGION

Growing our region through maximising access to global markets through our ports and airports and the potential of the sub-regional economies associated with those gateways.

**“Our world is changing. And it is the industrial strategies developed first at national level, and then adapted and delivered on the ground by Local Enterprise Partnerships, which will ensure we get the change we want.”**

DAVE AXAM, Chair EM3

### CLEAN GROWTH AND ENERGY

To move towards low carbon, more resource efficient and cleaner economic growth. To make better use of energy to improve productivity and of our natural capital to shape future cleaner economic growth.

### HOUSING

Increasing supply and securing greater diversity of housing to improve recruitment and retention of the people that business needs.

### TOWNS

Supporting the productive capacity of the networks of relatively small but successful places which make up the EM3 area and generate much of its economic growth.

### SCIENCE AND INNOVATION

Stimulating more innovation and greater commercialisation of knowledge in our leading sectors to increase output from the most productive businesses.

### EXPORTING

Increasing the number of companies and the volumes of goods and services being exported to increase demand and stimulate investment.

### PEOPLE

Transforming the workforce to respond to new business models, particularly increased digitisation, and enhancing participation and inclusive growth through a better skilled, supported and healthier workforce.

We are collaborating with specialist experts, partners and stakeholders, including central Government and its agencies to design the interventions and investment opportunities which have the greatest potential to support our aim of more productive and inclusive growth.

**GET  
INVOLVED**



Join in the development and delivery of our Local Industrial Strategy. Subscribe to our newsletter for updates and to find out how and when you can help.

[www.enterprisem3.org.uk](http://www.enterprisem3.org.uk)

