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FOREWORD & INTRODUCTION

The Enterprise M3 area is a national asset. It is an economic powerhouse, a significant net contributor to the UK economy, a powerful incubator of future focused high growth sectors and an area that has attracted the highest number of foreign owned firms of any LEP outside of London, chosen as the ideal location for major employers including BAE, Gulfstream, BP, GAME, Fujitsu, British Gas, Eli Lilly and Company.



Dave Axam

CHAIR, ENTERPRISE M3 LOCAL
ENTERPRISE PARTNERSHIP

This industry base and its supply chains stand out for their highly skilled workforces and growth driven by the adoption of digital technologies driving marketable innovation and raising productivity.

This knowledge, design and innovation-based economy is rooted in an area which by driving strong growth also supports growth across the rest of the UK and also has an exceptional international focus. Our unique offer to business is easy access to London, the UK's largest airports at Heathrow and Gatwick and to the major South coast ports as well as critically an eco-system and culture which supports a highly-competitive and successful track record on exports and international trade.

The sum of these economic characteristics is that growth and investment in this part of the UK is a powerful enabler for growth across the UK.

“Digital technologies are increasingly the single biggest enabler of economic growth and global competitiveness. Our work linking local SMEs to the advances coming out of the internationally renowned 5G Innovation Centre at the University of Surrey, means the Enterprise M3 area is among the best for high growth companies interested in digital innovation.”

Adrian Braine

Adrian Braine is Entrepreneur in Residence at SETsquared's Basing View Incubation Hub on our enterprise zone, EZ³ in Basingstoke, and is helping to turn the Basing View hub into a vibrant tech community. SETsquared is an enterprise collaboration between the universities of Bath, Bristol, Exeter, Southampton and Surrey and has industry recognition as the world's Top Business Incubator.

For more than a decade the economy in the Enterprise M3 area has been growing fast. Our ambition at this time of change is now to go faster. Looking back our average growth over the past 12 years, has been at 2.9% p.a. So looking forwards, we are uniquely placed to set our sights on even greater economic success.

In the next 12 years we aim to grow our economy by 4% p.a. on average. This increase in growth would add £39bn of GVA to the UK economy. We recognise this is an ambitious target given that the average rate in 2016 for the UK as a whole was 1.6% (ONS 2016). We strongly believe we offer a unique combination of characteristics to achieve this. Harnessing the natural innovation potential around the industrial challenge areas, driving existing high growth digital-technology sectors and nurturing, through our proven entrepreneurial ecosystem of support, the high growth businesses for the future.

The Government's National Industrial Strategy, published in Nov 2017, outlined four Grand Challenges for the economy: The Ageing Society; Clean Growth; Future of Mobility and Artificial Intelligence, and Big Data. These are areas of massive global change giving rise to the industries of the future.

Rightly the Government wants to see the UK at the forefront of these trends. At Enterprise M3 we recognise the importance and understand the need for Government, businesses and local economic organisations to work together harnessing this change to make a real difference to people's lives.

We believe that Enterprise M3 is ahead of the game. Our extensive consultations on this strategy highlighted to us, very early in the process, many of these areas as priorities, and, yes, these are significant Grand Challenges, but when we consider them from the perspective of our unique economic areas we approach them from a mindset of Grand Opportunities.¹

Why are these natural opportunities for the Enterprise M3 area? Our highly skilled, knowledge and digital technology-led sectors are already using new and emerging technologies to drive innovative design, development and growth in these Grand Opportunities.

For example, the South East aerospace and defence industry, a significant part of which is rooted in Farnborough, has been outstripping the UK industry as a whole. Regionally the sector has grown by an average 5.6% per annum since 2011². To compare, the UK's aerospace and defence sector grew by just 2.2% in 2016.³

Our high growth, high productivity digital technology clusters are another example. The 2018 TechNation report suggests this UK sector is growing faster than the rest of the economy.

Basingstoke and Guildford/Aldershot are among 16 UK towns identified in the report as so-called Digital Suburbs – towns which show a higher proportion of digital tech business density and employment than the UK average.⁴

The same report draws on 2017 ONS figures to show these digital tech hotspots are also productivity hotspots. The Guildford tech cluster, for example, has a turnover of almost £1.7 m per employee and an economic GVA of £3.42 billion. In Basingstoke the figures are a turnover of almost £2.6 m per employee and a GVA of £1.74 billion.

Economic growth and high business productivity go hand in hand, and the LEP has made strategic investments in enabling infrastructure such as housing, transport and digital connectivity, together with investment in talent, training and re-skilling, are where we add value and help enable productivity and growth.

Add to this, nurturing an entrepreneurial ecosystem of support, finance and access to the latest technology test beds, and Enterprise M3 is a LEP which consistently delivers results.

Our plan, underpinned by our strengths in digital technologies and a commitment to drive a clean, low carbon economy, will step up to the Grand Challenges.

For the prosperity of the people who live, work and run businesses in our area, and to cherish our natural environment, the Enterprise M3 LEP is unashamedly aspirational.

Our message to partners and to Government is we have talented people, excellent universities and colleges and a powerful digital and knowledge-led economy which will not only drive productivity and growth across our region, but will generate exports, international investment and prosperity to be shared across the UK.

In short, the Enterprise M3 region, has exactly the advanced knowledge-based, digital economy that for public and private investors will deliver a high return. We are a uniquely placed economic area that will react first, innovate with and use knowledge to release the potential of the Grand Challenges.

These are exciting times, full of change and fantastic opportunities for our economic area and I very much look forward to being part of it.



Dave Axam ,
Chair, Enterprise M3 Local Enterprise Partnership.

¹ See Enterprise M3 – led, BEIS- sponsored Science and Innovation Audit “A Powerhouse of World Class Strengths in Digital Enabling Technologies” 2017

² Farnborough and Southern Aerospace Cluster study 2018

³ Market Line Industry profile Nov 2017

⁴ <https://technation.io/insights/report-2018/digital-tech-business/>

⁵ <https://technation.io/insights/report-2018/>

SECTION 2

THE ENTERPRISE M3 OFFER TO GOVERNMENT AND THE UK ⁶

Surrey and Hampshire are known for their **rich natural environment**. They are characterised by many rural towns and villages, two national parks and sites of outstanding natural beauty and heritage.



OUR TRANSPORT HUB

Enterprise M3 sits at the heart of a transportation hub connecting UK businesses to the rest of the world. It is close to Heathrow, Gatwick and Southampton airports, and its own Farnborough Airport is one of Europe's premier business aviation airports. The ports of Southampton and Portsmouth are linked via extensive road and rail connections, which provide excellent access to Growth and Step-up Towns, and throughout our area.

- 75 stations
- Heathrow, Gatwick, Southampton, Farnborough
- Southampton, Portsmouth

OUR EDUCATORS & INNOVATORS

01 Royal Holloway - Uni. of London	10 Sparsholt College
02 Brooklands College	11 University of Winchester
03 Pirbright Institute	12 Southampton Science Park
04 Farnborough College of Tech.	13 University of Southampton
05 Basingstoke College of Tech.	14 Brockenhurst College
06 University of Surrey	15 Solent University
07 Surrey Research Park	16 University of Portsmouth
08 Guildford College	17 University of Reading
09 Uni. for the Creative Arts Farnham	

Enterprise M3 is one of the most successful LEPs in England and a national economic asset. It is the sixth largest LEP in terms of GVA. It contributes 2.9% of the UK's annual economic output, clearly punching above its weight.

⁶ See Appendix 1 Research & Data for further evidence & details of the Enterprise M3 economy

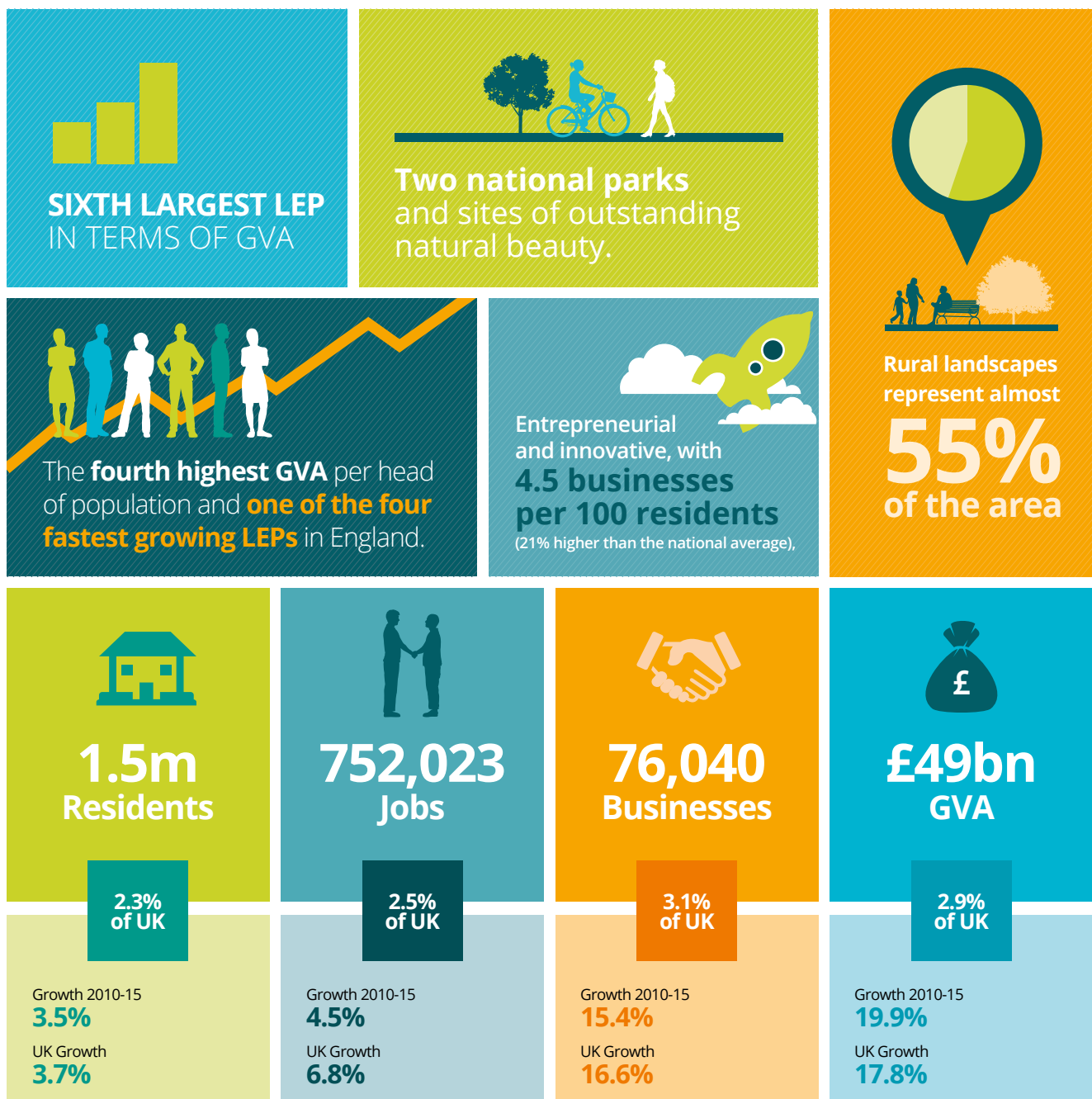
From the New Forest to Staines-upon-Thames, the Enterprise M3 area has no large conurbation. It does combine a rich natural environment, including two national parks⁷ and sites of outstanding natural beauty. Rural landscapes represent almost 55% of the area with many villages and, what we have dubbed our Growth Towns, of Guildford, Woking, Farnborough, and Basingstoke.

Our so-called Step-Up Towns are Staines-upon-Thames, Camberley, Whitehall and Bordon, Aldershot and Andover. The area also includes the historic cathedral city of Winchester,

which is also one of our university towns.

Enterprise M3 has the fourth highest GVA per head of population and is among the four fastest growing LEPs in England.

The area is entrepreneurial and innovative, with 4.5 businesses per 100 residents (21% higher than the national average), and the 3rd highest number of registered patents per head of population of all LEPs.



⁷ The New Forest and part of the South Downs

Exports are one of the LEP's strongest assets.

Enterprise M3 has an internationally-facing business base. Exports from Enterprise M3 based firms are significantly higher relative to neighbouring parts of the country, representing £14.6bn worth of goods in 2015. Almost 60% of these goods are headed to non-EU countries, especially USA and China.

Enterprise M3 benefits from very good transport connectivity.

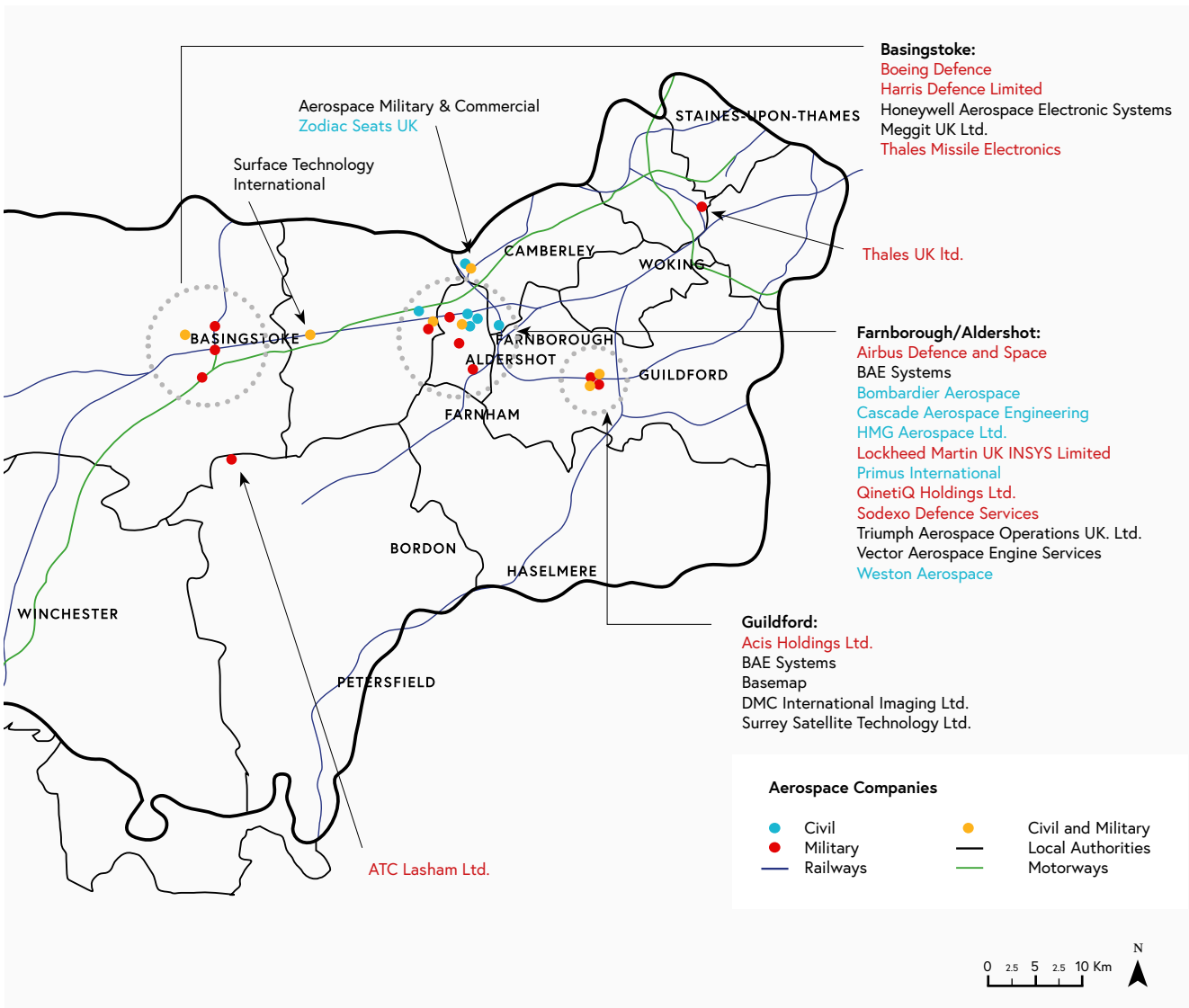
The area is located at the heart of a regional and national, indeed international, transportation hub connecting UK

businesses to the rest of the world via key airports, ports and markets such as Heathrow, Gatwick, Southampton and Dover, the Channel Tunnel and London.

The efficient functioning of this strategic transport network is a priority for businesses, communities and visitors to our area, as well as the UK's economy.

These vital arteries and transport hubs connect markets, help people access jobs, enable businesses to connect with each other and their customers, drive international trade and help unlock planned development. The network plays a crucial role in supporting wider economic prosperity and competitiveness.

AEROSPACE COMPANIES



Enterprise M3 has important sector specialisations.

With clear strengths in high value sectors including digital, defence/aerospace, satellite technology, business services, and the creative industries, Enterprise M3 is in the front line of the new economy.

The LEP is home to internationally significant defence and aerospace clusters, for example Farnborough and Aldershot, which include some of the world's largest firms such as BAE Systems and QinetiQ. It has strong digital and createch sectors with a growing international reputation in towns including Guildford, Aldershot, Farnham and Basingstoke which excel in gaming, software development, electronic equipment, creative arts and software sales.

Compared to the rest of the UK, defence and aerospace are strong areas of economic specialisation in Enterprise M3. This is supported by the presence of important MoD facilities in the region, such as the Aldershot Garrison, RAF Odiham, and several highly specialised companies producing commercial goods and services in aerospace, space and the defence-related economy, such as the manufacturing of aircraft and naval components, consulting, aviation software development and cyber security.

The map opposite shows the location of some of the large companies working in industries related to aerospace. Although there is a clear relationship between the aerospace industry and defence, analysis suggests there is an established concentration of aerospace companies which are not solely dependent on military or defence supply chains. The sector spreads across our geography, not only including the military towns of Aldershot and Farnborough, but also Basingstoke and Guildford. Similarly, there are several other large companies in the defence and cyber security sectors which are not related to aerospace industries (not featured on the map) but play a crucial role in Enterprise M3's sectoral specialisation.

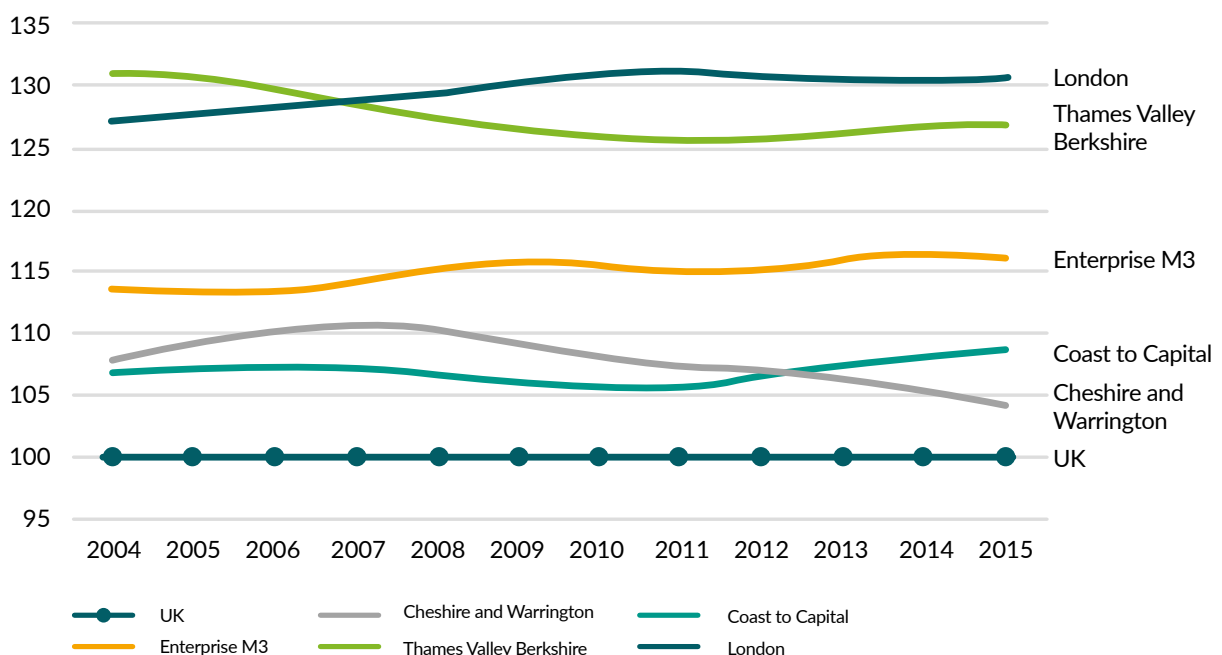
Productivity levels in our area are high.

Productivity, a priority for the Government and the UK economy, is further strong evidence of the value of this area to the UK. Productivity levels here have been growing since the recession and are above the UK rate and that of most other LEPs. The GVA per hour worked was £37.0 in Enterprise M3 in 2015, against £31.8 in the UK as a whole.

This chart shows productivity growth (measured by GVA per hour worked, as a share of the UK) for Enterprise M3 and comparator areas, Cheshire and Warrington, Coast to Capital and Thames Valley Berkshire (TVB).

PRODUCTIVITY

GVA per hour worked indices to UK=100



Higher productivity levels in Enterprise M3 mean, for example, the average worker would have to work 5 more hours in Cheshire and Warrington and 3 more hours in Coast to Capital to achieve the same output as in Enterprise M3. Conversely, productivity levels in Enterprise M3 still fall short of the most productive areas in the UK, such as London and TV Berkshire. Productivity has been growing since the recession, although only slightly above the UK rate, which is roughly in line with other high-performing areas.

The LEP has a very qualified population and a good education system.

Enterprise M3 has a highly educated population, with many working in managerial positions and top professional occupations. 43.5% of our residents have NVQ 4+ skills (beyond A levels) far higher than the national average of 37.9%. The proportion of residents employed in more managerial and technical positions also beats the national average (54.4% compared to 45.8%).

The Enterprise M3 area enjoys a very low unemployment rate and a high level of labour force participation. Enterprise M3 pupils have consistently performed above the English and South East averages in GCSE results.

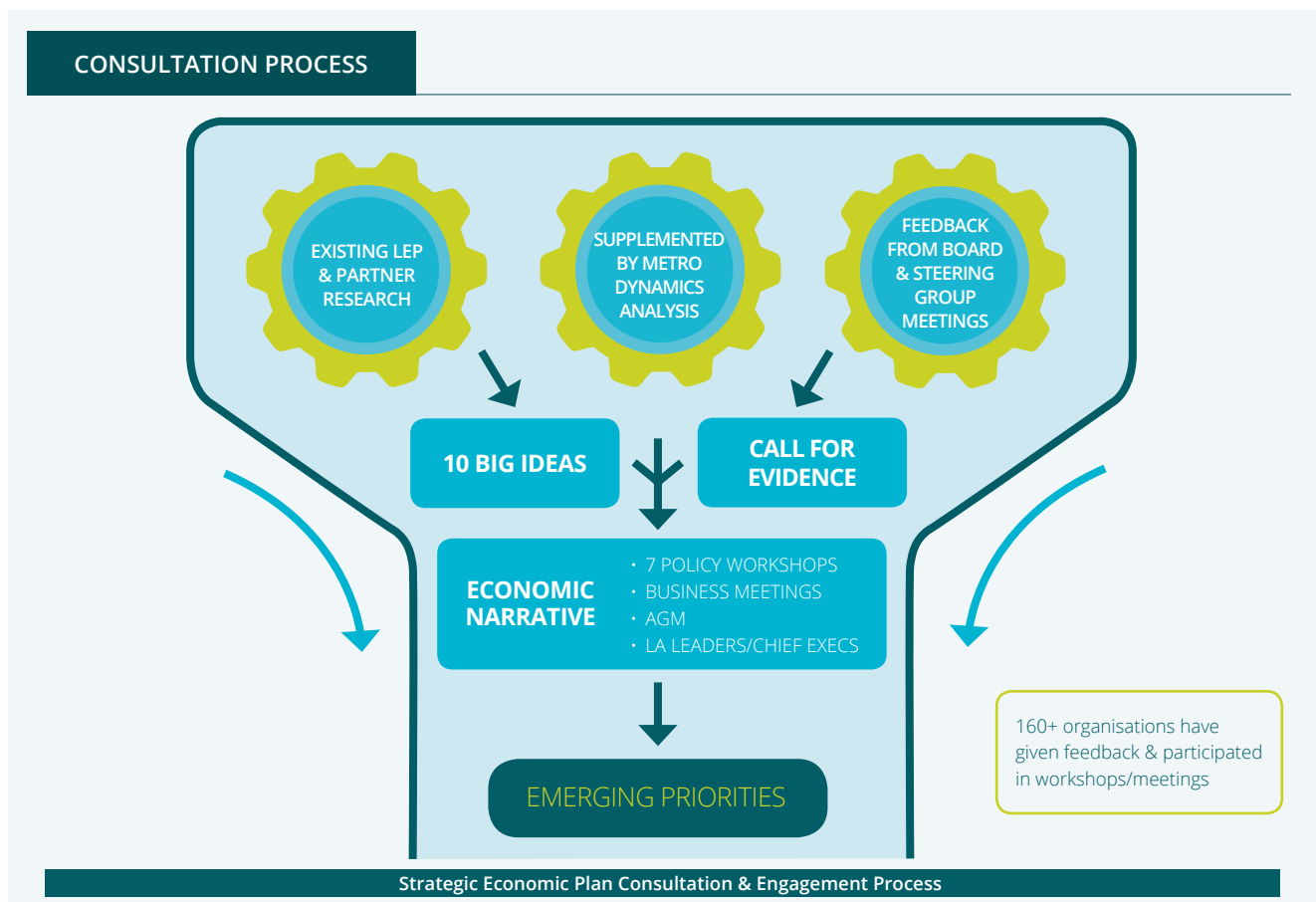
Enterprise M3 is an attractive place for people to live and work, particularly for young people to work.

London is overheating and Enterprise M3 is taking advantage of the opportunities provided by its close proximity to London's economic area. Enterprise M3 has a very mobile population, and considerable commuting in and out of the area. There is a net outflow of commuters, with London the main destination. But there is a high number of young people (25-34) coming into Enterprise M3 every day for work. There is also a net inflow of people moving to Enterprise M3 from other areas in the UK.

Working in Partnership⁸

Working closely with our partners is the Enterprise M3 way. Extensive work and consultation with our partners, is the bedrock of this strategic plan, and has driven the identification of the areas of strategic action and intervention which will encourage investment and help the area achieve its 4% growth target.

The process for this extensive consultation is represented in the diagram below and has been critical to determining the content of this Strategic Economic Plan.



⁸ In Appendix 3 Partnerships, we set out how Enterprise M3 worked closely with partners to develop an evidence-based strategy to address challenges and take advantage of economic opportunities.

Our Growth Ambition

The evidence of our high performing economy underpins our confident belief the Enterprise M3 area can and should be competing with other high productivity regions around the world. We believe the main aim for the LEP should be to focus on achieving that globally competitive position, and our businesses and other stakeholders strongly agree.

In consultation with partners, we have agreed our growth ambition should be an average growth rate of **4% per year** to 2030. This is equivalent to GVA average growth p.a of **£39.4bn.**

This is deliberately not a 'business as usual' target.

Excluding the aftermath of the recent financial crisis, Enterprise M3 has grown on average 2.9% every year since 1997. This is an ambitious and challenging goal - higher than previous growth rates in Enterprise M3. However, the potential prize for the area and the UK is substantial. Increasing the annual growth rate to 4% would put Enterprise M3 among the fastest growing regions in the developed world.

However, as we set out in the next section, our high performing economy has not reached its peak compared with other parts of the South East; and importantly, for our people, opportunities and prosperity are not shared evenly throughout our area.

SECTION 3

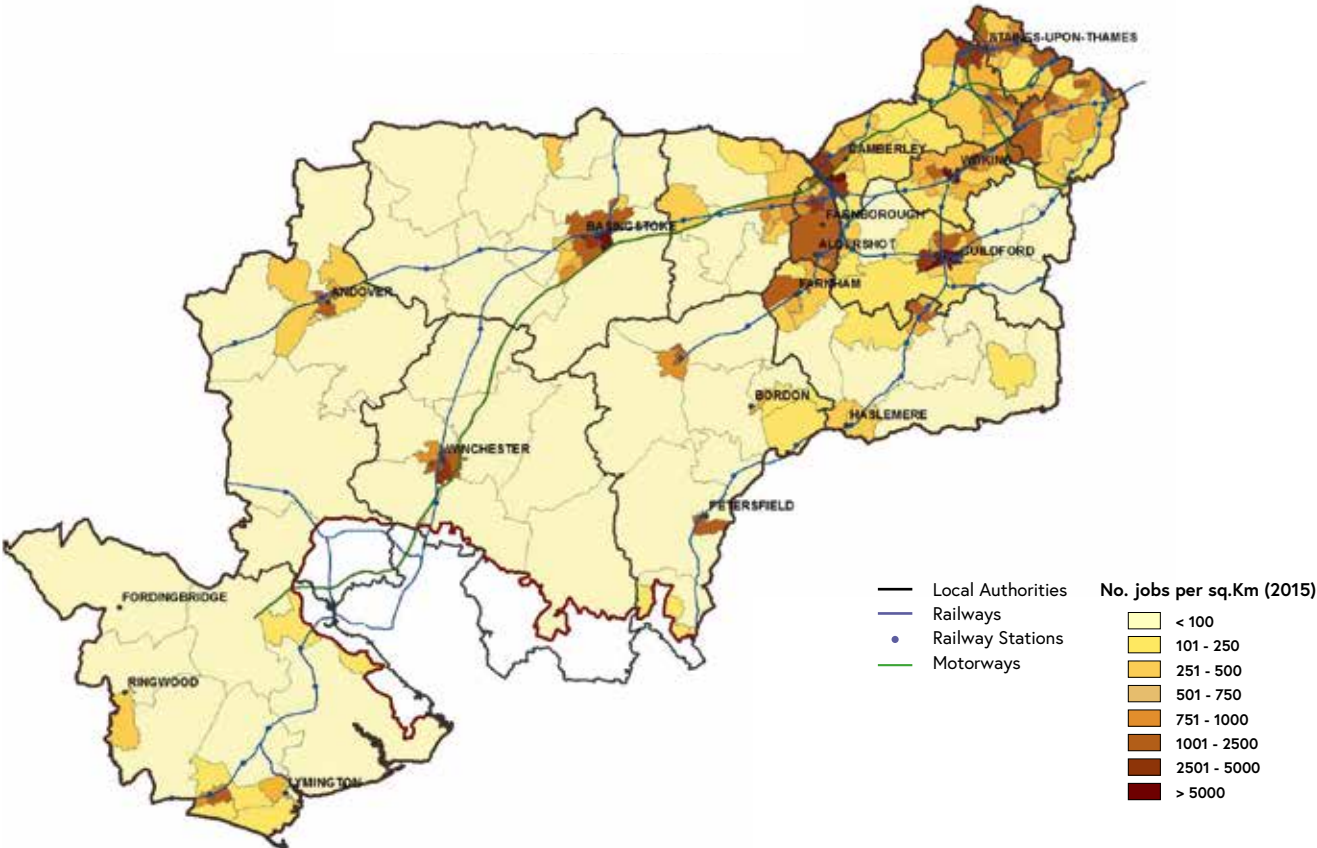
AREAS OF FOCUS TO ENHANCE PERFORMANCE IN THE ENTERPRISE M3 ECONOMY⁹

The evidence is clear, the Enterprise M3 area has an economy which punches above its weight and can be in the front line of growth in a national, digital, high exporting economy.

We want to go further and we know improvement goes hand in hand with self-awareness. As part of our determination to deliver, we have identified the areas of our economic performance which need to be addressed in order to unlock greater growth.

The economic activity in our area is uneven with employment concentrated, unsurprisingly in the towns, but especially in the north east of our area around the M25 and closer to London, as the following map shows.

JOB DENSITY



The chart above shows some of the key growing and declining sectors in terms of employment. The factors driving employment growth are mixed. There is important growth in digital sectors, yet some high value sectors are declining, in employment terms at least.

⁹ See Appendix 1 for further evidence on the Enterprise M3 area economy

Whilst the economy is strong, it is clear that Enterprise M3 is not achieving as much growth in high value sectors as it could.

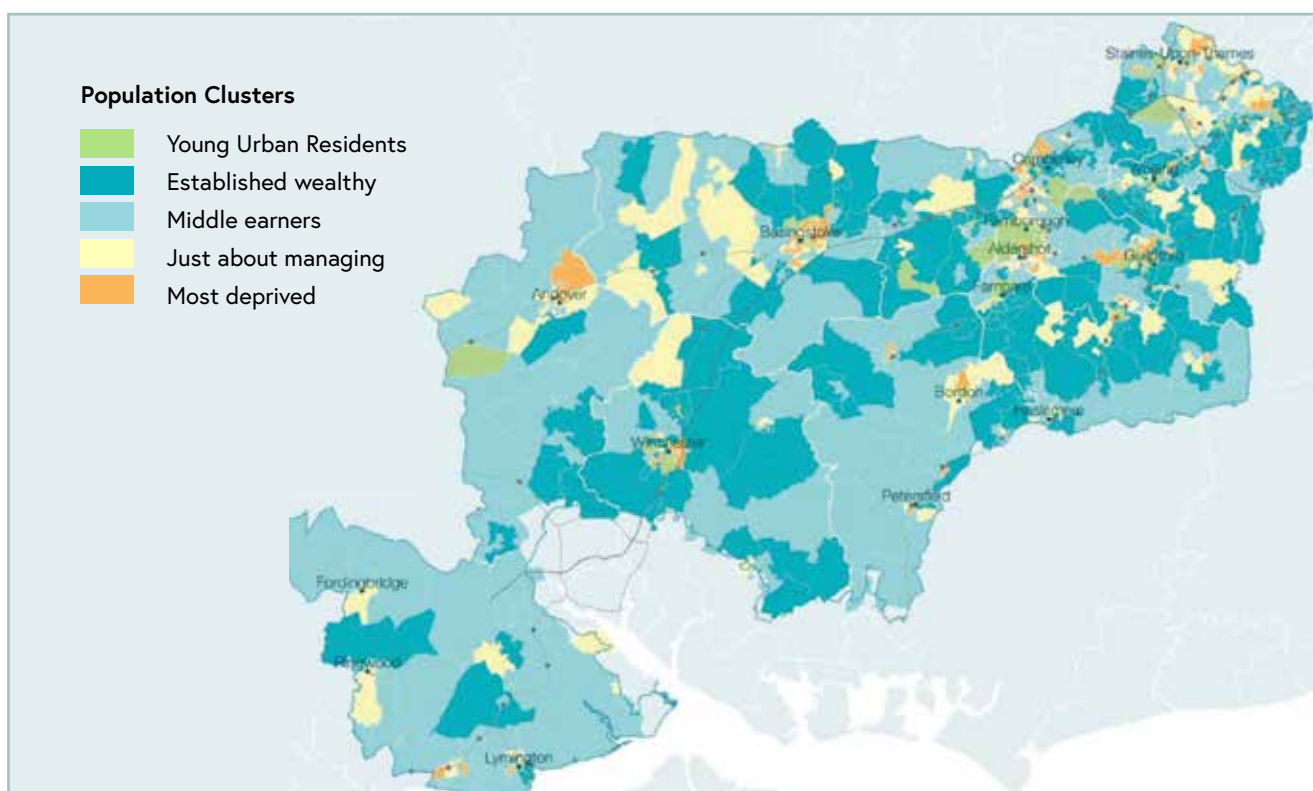
Much growth is being driven by consumer services. These may contribute to a higher quality of place, but not a higher value economy. Growth in digital sectors is lower than in other parts of the country.

One key to improving this is make sure the area is attractive to so-called “Young Urban Residents”.

These are typically highly mobile and qualified 25-34 year olds with potential to create the jobs of tomorrow and enable future wealth.

The population map below shows distinct concentrations of Young Urban Residents, particularly in the area extending north from Aldershot to Farnborough, covering a number of co-terminus areas of relative deprivation.

POPULATION CLUSTERS



There are also large groups of Young Urban Residents in Guildford and Winchester, and smaller groups in Staines-upon-Thames, Woking, Camberley, Basingstoke, Farnham, Haslemere, Bordon, Petersfield and Lymington.

Young Urban Residents are sought after as a key to growth in developing places, and their potential for substantive transformative change means they are a group to be encouraged to settle and stay within the area.

Although younger people are working in our area, many are commuters not residents, and a look at the age profile of the Enterprise M3 population shows we have a relatively older population when compared to the UK.

The highest concentration of population in Enterprise M3 is between the ages of 40 and 55, with a peak at 50. More than half of Enterprise M3's population (52.0%) is older than 40, which is above the average in the UK (48.8%).¹⁰

¹⁰ Metrodynamics analysis of ONS Population estimates

But most notable, is the gap in the 20-35 year old cohort (17.7%, against 21.5% in the UK).

A lower share of residents in their early 20s is not unexpected because Enterprise M3 does not have a high student population. However, the lower share in the 26-35 cohort (11.2% in Enterprise M3 against 13.5% in the UK) is perhaps more surprising for a region that is economically successful and strong in the digital sector.

The cost of housing is an important factor here.

House prices are high and increasing rapidly, and affordability is a challenge. London overflows and the attractiveness and economic success of Enterprise M3, combined with relatively low provision of new housing, makes buying a house in the Enterprise M3 area very expensive. The affordability index (the ratio of median prices to gross median income) for the Central Southern area¹¹ is 10.6 compared to 9.8 in the South East and 7.9 for England¹². The Gross Disposable Household Income (2014) for the Enterprise M3 area was £23,217 compared to Coast to Capital of £20,951.¹³

Median house prices are significantly higher than the UK median in the vast majority of the LEP area and are going up. The median house price in the Central Southern area (which includes Enterprise M3) is £337,000 compared to £310,000 in the south east and £230,000 in England¹⁴.

This, and the significant gap between housing costs and incomes, results in low housing affordability for the Enterprise M3 population and a deterrent to potential future residents.

As local policies stand, housing need is expected to be higher than planned. In some local authority areas, public resistance to development impedes the provision of new homes. More generally there is also an under delivery of new dwelling completions compared to that identified in local authority Local Plans, and a decline in the rate of new affordable homes being delivered.¹⁵

Increasing and accelerating the supply of new housing, including affordable family homes, will be key to continuing growth without increasing the strain of affordability. An important role for the LEP and its partners is to help increase public support and confidence by identifying and bringing forward enabling infrastructure, including roads and health/education facilities; and community engagement work with residents to communicate housing and growth benefits for them and the next generations.

An exemplar of this approach is the Manydown housing development on the Western side of Basingstoke of 3,400 new homes. Enterprise M3 is working with local authority partners, Hampshire County Council and Basingstoke and Deane Borough Council to ensure amenities including new schools and higher education and skills training accompany this growth.¹⁶

¹¹ Defined here as Local Govt. areas: Berks, Bournemouth, Dorset, Hants, Isle of Wight, Poole, Portsmouth, Southampton, Surrey, Wilts

¹² Housing Costs and the Central South's Economy, Southern Policy Centre, July 2018

¹³ ONS: Gross Disposable Household Income (GDHI) for local enterprise partnerships: 1997 to 2014

¹⁴ Housing Costs and the Central South's Economy, Southern Policy Centre, July 2018

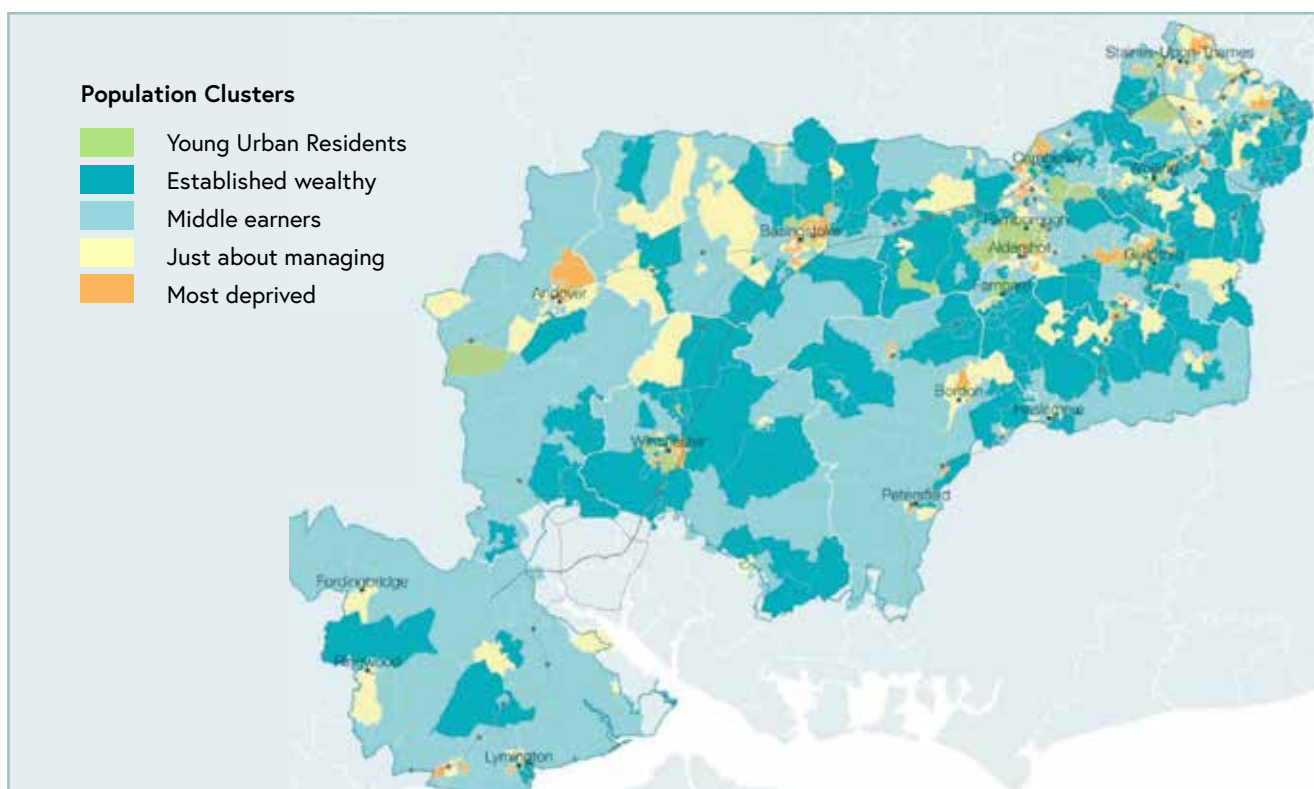
¹⁵ Housing Costs and the Central South's Economy, Southern Policy Centre, July 2018

¹⁶ See Appendix 1 Research & Data for report into Demand for Higher Skills in Basingstoke

Disparities across the LEP are significant. Prosperity and equality of opportunity are not shared evenly.

Enterprise M3 covers a very large area across different economic geographies. Despite our positive performance overall, there are considerable imbalances across the LEP which are apparent for most of the economic and socio-demographic indicators analysed.

POPULATION CLUSTERS



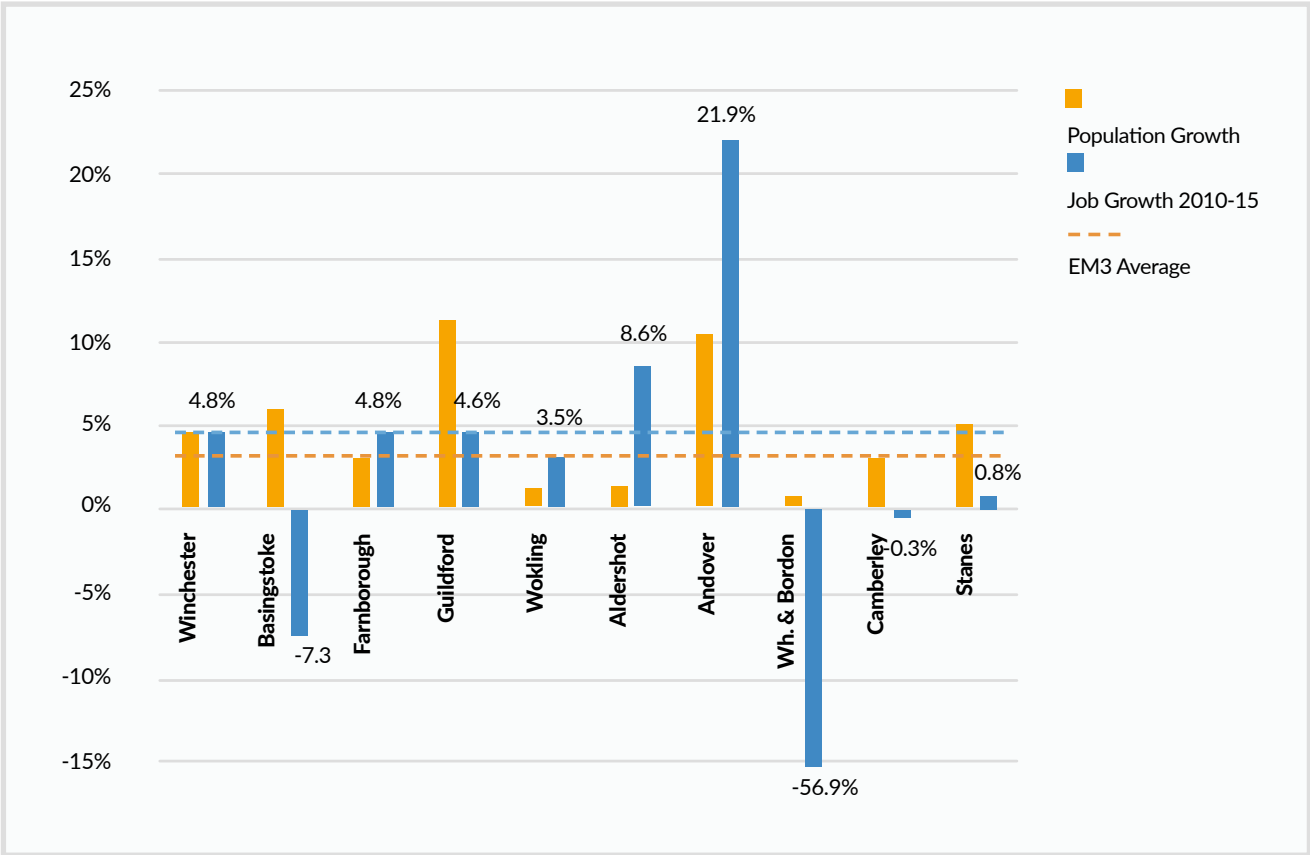
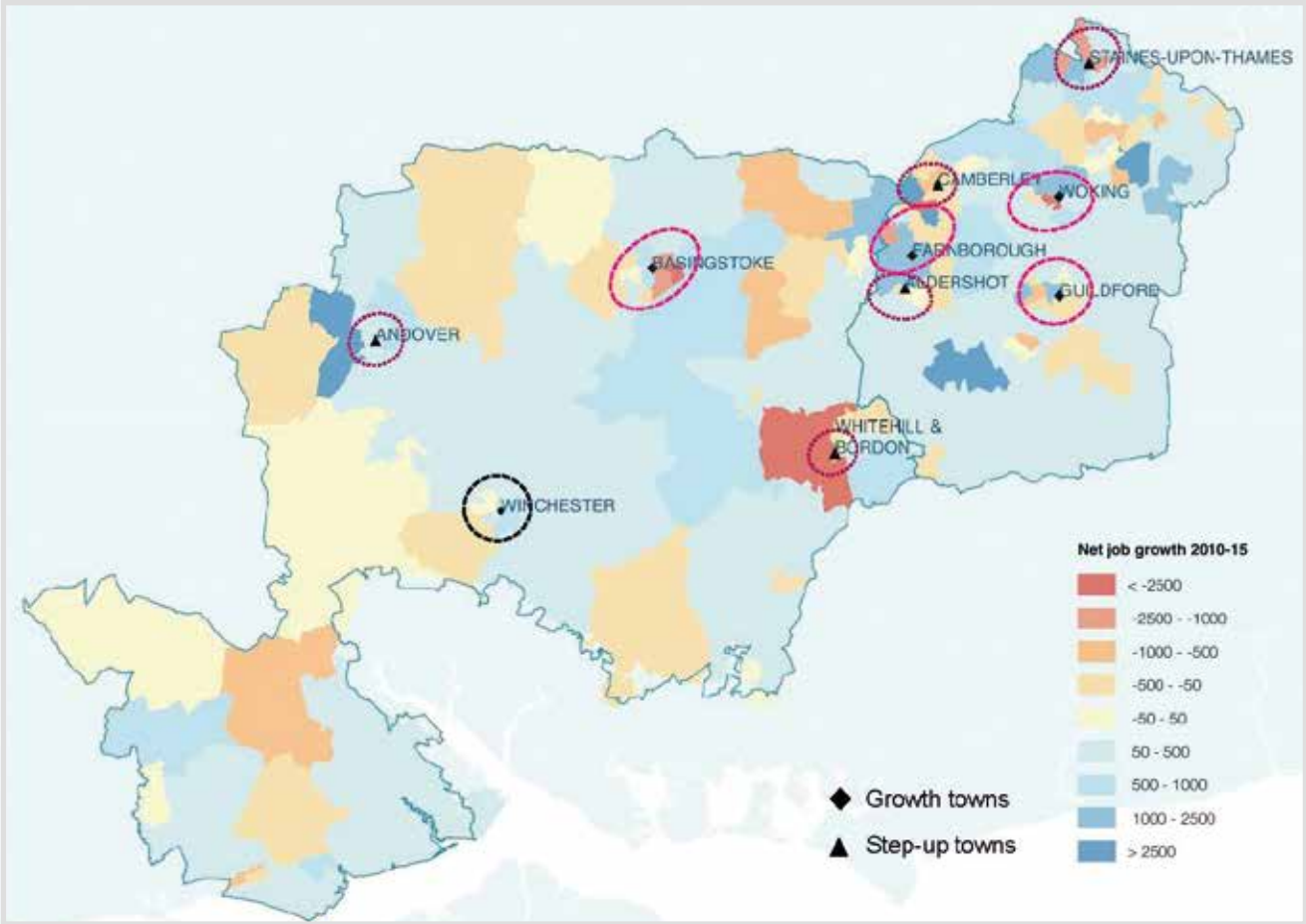
The map above, is an analysis of Enterprise M3's population clusters identified by predominant socio-economic groups.

It shows there are relatively large swathes of established wealthy and middle earners living here, particularly in our rural areas. There are also dispersed areas of high deprivation and people described by the ONS as "just about managing" in most of our towns, including significant groups in Guildford and Winchester, Basingstoke, Andover, Staines-upon-Thames, Camberley, Bordon and the New Forest. Our future strategy must seek to engage all in the future of our economy.

Enterprise M3 towns can play a stronger role in the LEP's economy.

Our Growth towns and Step-up towns have not performed to their full potential. These towns, together with the city of Winchester, contain just over one third of the LEP's population but have been stagnant in job growth between 2010 and 2015, contrasting with high growth in Enterprise M3 overall.

JOBS AND POPULATION GROWTH



Bringing back these places as centres of employment and dynamic, attractive and affordable areas for younger workers and families to live will be key to ensuring continuous, sustainable and inclusive growth in Enterprise M3. This can also help increase numbers of workers living closer to work which can improve productivity, reduce long rail and private car journeys, contributing to less congestion and a better environment.

An analysis of productivity by sector shows that Enterprise M3 is performing well in business services, finance and insurance, public services, and real estate activities. However, there is a productivity gap in manufacturing, distribution and ICT when compared to other LEPs, particularly Thames Valley Berkshire. Closing this gap, particularly on ICT, is an important challenge for the Enterprise M3 economy going forward. Businesses often cite skills as a significant factor in raising productivity.

Although residents in Enterprise M3 are relatively highly skilled, there are considerable skills gaps in the economy.

These appear to be widening, with businesses increasingly reporting skills shortages as a barrier to growth.

According to the survey, 12% of Enterprise M3 businesses reported having at least one vacancy that was hard to fill in 2015. This represents a 4% increase from the previous survey (2013). It is also the highest amongst all 38 LEPs (together with Coventry and Warwickshire LEP), and clearly above the English average (8%).

Enterprise M3 also has the highest proportion of any LEP of businesses reporting skills shortage vacancies (9%, against 6% average in England); and a high proportion of staff considered not fully proficient: 15%, 1% percentage point above the national average.

Nearly 70% of businesses in Enterprise M3 said that skills gaps impacted on how their establishment performed, but only around half of businesses had a training plan or budget for training.

The skills shortages in Enterprise M3 are partly a consequence of the area's economic success and the high demand for skilled workers from local business. But it also a sign that more effort needs to be put into providing adequate training and vocational education (particularly in STEM subjects). There is also a need to continue to attract qualified and skilled residents to the LEP, as well as a strategy for upskilling and reskilling the existing older workforce.

UKCES Employer Skills Survey 2015	EM3	England
Percentage of businesses that have at least one vacancy that is hard to fill	12%	8%
Percentage of businesses that have skills shortage vacancy (prompted or unprompted)	9%	6%
Percentage of staff considered not fully proficient	15%	14%

The data in the table above was extracted from the latest UKCES Employer Skills Survey (2015), for Enterprise M3 and England. This is the largest employer survey on skills carried out in the UK, and covered more than 2,000 businesses in Enterprise M3.

A high quality transport infrastructure connecting markets, people and goods within our area to London, and internationally is critical for attracting and retaining businesses and highly skilled residents, and improving productivity.

Transport is key to delivering connectivity across the Enterprise M3 area; there are clear synergies and interdependencies between transport investment and innovation, skills and productivity.

Transport is a necessary ingredient to securing productivity benefits. An effective and efficient transport system enhances economic interactions between markets and businesses, which are also able to reach wider markets, enabling them to expand, gain economies of scale and develop specialist skills.

We need to address congestion in order to increase productivity and enable growth. Currently congestion acts as a major barrier to growth in key centres, such as for example the impact it has on Guildford, in the town centre and around the University of Surrey and its Science Park.

Transport is essential to ensuring that a skilled workforce can access appropriate jobs. In some areas there is a mismatch between residents and jobs, where the skills of the local workforce don't meet those of the employer. Whilst the LEP is working hard to address this by providing transport solutions that will deliver housing growth and affordable housing, we are also ensuring that new transport links are in place so that the appropriate workers can reach the higher value jobs easily and maximise their productivity. There are a number of niche sectors, with high productivity employers who wish to promote the Enterprise M3 area to existing and future employees.

Nearly 60,000 people per day commute from Enterprise M3 to London, and whilst links to London are good in some parts of the LEP, in parts of the LEP peak journey times are long



The focus of our approach to transport is therefore to:



enable economic growth within the Enterprise M3 Area



create an environment for digital solutions to connectivity such as smart mobility, autonomous and connected vehicles, mobility as a service to flourish



support planned housing development, and increase the attractiveness of the area as residential locations



enable the sustainable development of business growth, town centre regeneration and housing development, through the support of low carbon solutions and addressing poor air quality

compared with other parts of the South East. Specifically, none of our Growth or Step-Up towns has a peak rail journey time of half an hour or better to London except for Woking.

This means that many of our towns compare poorly in terms of rail journey times to comparable places such as Reading. Congestion and unreliability of the highway network remain a significant inhibitor to business growth.

Transport congestion erodes the potential for economic growth in an area by increasing journey times and reducing the efficiency of the transport network.

The impact of congestion is driven principally by corridor demand and this is borne out in analysis carried out as part of the Transport for the South East Economic Connectivity Review. This identified the financial impact of delay on key corridors in our area as well as the potential impact of transport intervention targeted at congestion relief on commuters.

The Enterprise M3 economy also depends on strong links to the UK's international airports. We are therefore fully supportive of the proposed expansion of Heathrow but are pushing hard for the essential infrastructure that is needed to ensure the benefits spread out across the area. Improved connectivity is therefore needed through new western and southern rail accesses to Heathrow.

The benefits of all this investment will be clear in economic terms. They will ensure corporate retention; make the Enterprise M3 area a global centre of Sci/Tech and related industries as well as being a great place to locate new business as skills are available, accessible and connected.

Corridor	Impact of Delay /km	Impact of Commuter Delay /km
A33/CrossCountry	£414,000	£739,000
A322-A329/North Downs Line	£238,000	£557,000
M25	£114,000	£433,000
A3/Portsmouth Direct Line	£85,000	£215,000
M3/South Western Mainline	£86,000	£149,000
A34/CrossCountry Manchester-Bournemouth	£47,000	£75,000

(Source: Transport for South East Connectivity Review, 2018)

Improved transport links are therefore essential for the Enterprise M3 economy and yet they could be better. The transport network needs to accommodate the hundreds of thousands of people who use it every day, as well as the extensive movement of business traffic and freight.

SECTION 4

FIVE PRIORITIES FOR GROWTH IN AN ADVANCED DIGITAL AND LOW CARBON ECONOMY

Evolving from the thorough review of the evidence and our extensive consultations, Enterprise M3 LEP has identified five strategic priorities underpinned by two major stimulants of growth for our area. These priorities will inform and direct our Strategic Economic Planning.

The underpinning and cross cutting nature of digital technologies and clean growth mean they are important not only for directly related sectors, but also for delivering higher productivity across the wider economy.



STIMULANT 1

Digital and Data Technologies

The Enterprise M3 area plays a key part in the UK's successful digital economy. A distinguishing feature of the area is it combines world class Research and Development with globally significant corporates and innovative SMEs who are commercialising digital technologies into globally competitive products and services.

An outstanding asset is the 5G Innovation Centre (5GIC), based at the University of Surrey, and a significant driver for regional growth. The total project cost was £65.2m million with Enterprise M3 agreeing to contribute £5m. The 5GIC is the largest open innovation centre for 5G development in the world. The centre has 26 corporate members, including Vodafone, Huawei, O₂ and EE together with 250 small and medium-sized enterprises in its wider network. In 2016 5GIC was recognised by G7 nations as a global leader driving the growth and promotion of a digitally-connected world.¹⁷

Supported from its inception by the Enterprise M3 LEP, 5GIC established the UK's first dedicated SME small scale 5G test facility at the Basingstoke Hub, and more recently the world's first 5G digital creative hub for the internationally renowned Guildford and Aldershot digital games cluster. We plan to extend these test beds out further starting with installing in each of our enterprise zone sites.

5GIC is also leading the £16m collaborative Hub 5G project for DCMS, with the University of Bristol and King's College London, as part of a larger four year, £200m DCMS programme.

There is also a regional specialism in cyber security rooted at Royal Holloway University. As set out in the Innovation South Science and Innovation Audit, published in Sept 2017¹⁸. Founded in 1990, the Royal Holloway Information Security Group (ISG) is a GCHQ/EPSC recognised Academic Centre of Excellence for Cyber Security Research (ACE-CSR). It hosts one of only two UK, National Cyber Security Centre (NCSC) supported Centres for Doctoral Training in Cyber Security (CDT), and its MSc in Information Security (launched 1990) is recognised by GCHQ/NCSC.

The Enterprise M3 area is home to the UK and the European headquarters of some of the world's most important and innovative companies in a range of technology-focussed sectors. In digital we host the UK bases of major multinational firms including Siemens, Ericsson, IBM, Electronic Arts, Sony and Ubisoft.

There is also a strong base of SMEs. Work carried out by the LEP identified 8,500 digital businesses, employing 50,000 people in the Enterprise M3 area, many of these will be SMEs, accounting for 7.4% of all businesses within the region.

Our partnerships include investigations with Airbus and Portsmouth University to create a Satellite/5G and Big Data Innovation Centre, which would enable innovations in multiple sectors including the future of mobility and health care.

¹⁷ Joint Declaration by the G7 ICT Ministers, Takamatsu, Japan (April 2016.) See also notes from G7 ICT officials meeting, Brussels, 2nd December 2016 (meeting convened by Japan G7 Presidency. Chaired by Vice Minister Shigeki Suzuki and moderated by Yoichi Iida Director for International Research and Policy Coordination

¹⁸ https://www.enterprisem3.org.uk/sites/default/files/Innovation%20South%20main%20report_0.pdf

Looking forward we will work and invest to:

- Be a trail blazer in the adoption and commercial exploitation of 5G technology
- Become Europe's first 5G Region – a leader in wide access to 5G technology by building a world class digital infrastructure linked to our 5G test beds
- Deliver access to digital skills and increase the number of people with high level digital skills
- Encourage research and innovation in enabling digital technologies, take advantage of Sector Deals and support the commercialisation of AI and technology opportunities

We are working with central Government and South East and Coast to Capital LEPs towards a vision for our region's low carbon economy.

Our South2East Energy Strategy being developed by Siemens will direct activity to major interventions in the five themes of: Heat networks and move away from oil; big push on renewables and biofuels; industrial and domestic energy efficiency; smart energy systems like batteries and enabling a transport revolution.

To address global environmental challenges and create clean growth we will:

- Embed a Clean Growth approach in all that we do taking forward actions emerging from our Energy Strategy due to be published in Autumn 2018 and developing a Clean Growth Fund to encourage the implementation of clean growth ideas into demonstrators and projects on the ground
- Advance a Greater South East Energy Hub to promote and accelerate delivery of new energy infrastructure
- Strategically invest in new mobility and support a move towards a low carbon emissions transport system that encompasses automated vehicles, connected vehicles, electric vehicles and mobility as a service
- Support the inclusion of low carbon technologies in new housing developments and encourage existing homes and industrial premises to improve energy efficiency
- Invest in businesses developing low carbon technologies
- Balance our support for appropriate economic development and growth in the countryside to sustain local communities and jobs, with our respect for those landscapes with special protected status

STIMULANT 2



The Clean Growth Economy

We see Clean Growth as a key opportunity for places to succeed without putting pressures on the environment, and importantly a focus on Clean Growth will showcase market and product opportunities for businesses to grasp.¹⁹

Recent research has estimated that the low carbon economy could grow by an estimated 11% per annum between 2015 -2030, four times faster than the rest of the economy, and could deliver between £60bn and £170bn of export sales by 2030.

To date Enterprise M3 LEP has successfully helped create an environment for Clean Growth, particularly in the area of sustainable transport, and Enterprise M3 has the lowest carbon emission profile compared to South East and Coast to Capital LEPs.²⁰






It is imperative our economy develops an energy supply which solves the trilemma of ensuring security, affordability and sustainability. We intend to improve our carbon emission profile further and contribute to the UK Government's 2015 target to reduce emission by 80% of 1990 level and domestic emissions by 3% a year.

¹⁹ See Appendix 1 Research & Data for Energy South2East Strategy

²⁰ Draft BEIS funded Energy South2East Strategy written by Siemens on behalf of Enterprise M3, C2C and SE LEP

FIVE PRIORITIES FOR GROWTH

The application of digital technologies and the pursuit of Clean Growth, will sit underneath what emerged from the consultations with our partners, as our Five Strategic Priorities for Growth:

	<p>1. High Value Sectors for a Globally Facing Economy</p>		<p>2. Enterprise and Innovation for Scaling Up High Productivity SMEs</p>
	<p>3. Skills for a High Value, High Growth Economy</p>		<p>4. Connectivity for a 21st Century Advanced Digital and Low Carbon Economy</p>
	<p>5. Dynamic Communities and Sustainable Growth Corridors</p>	<p>The rest of this section sets out these priorities in more detail along with our plans for strategic interventions and actions for driving growth.</p>	

PRIORITY 1 High Value Sectors for a Globally Facing Economy

The Enterprise M3 area has strengths that mark it out nationally and internationally. We have an internationally focused business base, with the highest number of foreign owned firms of any LEP outside of London. For example, our defence and aerospace clusters at Farnborough and Aldershot include some of the world's largest firms such as BAE Systems and QinetiQ. There are also strong digital and creatch sectors with a growing international reputation in towns including Guildford, Aldershot and Basingstoke which excel in gaming, software development, electronic equipment and software sales.

Other high value areas include space and satellite technology, life sciences, especially Med Tech and professional services. There are significant opportunities for growth and enhanced productivity where these sectors intersect with digital technologies such as 5G, cyber security, and AI.

- We will use our evidence base, such as the work done on aerospace, life sciences, and the low carbon economy and energy sector to identify those factors critical for growth and where specific actions can be taken to support business.
- As examples, this could include activities to develop the specific skills needed for business; business productivity actions to support growth, including adoption of digital technologies; measures to stimulate commercial space for companies wanting to scale up; facilitating access to expertise on increasing exports. This approach will underpin our detailed work in support of our Local Industrial Strategy.
- We will intensify our international activity and boost efforts by those companies in our area, already exporting some £14.6bn worth of goods, to reach new international markets, working with organisations such as our Chambers of Commerce, our Growth Hub and the Department of International Trade. Our firms export high levels of goods and 60% of these are to countries outside of Europe. Additionally, we plan to launch a campaign with partners to encourage companies to export.

We will encourage High Value Sectors for a Globally Facing Economy by:

- Identifying effective interventions to stimulate growth in our high value sectors. For example, in each of the aerospace, space and screen and film sectors, we are working with industry and research-intensive universities on projects to deploy digital technologies to drive innovation and growth²¹
- Working with DIT and the Innovation South consortium on ways to maximise the efficiency and impact of DIT services by working across LEP boundaries to achieve economies of scale. The ultimate aim would be to increase the value of exports from the Enterprise M3 area and the whole of the South
- Broadening our approach to drawing in investment from overseas by expanding our joint international team with local authorities and drawing in private sector and DIT expertise to help us pitch for capital investments in projects which support our Strategic Economic Plan
- We plan to keep the number of foreign direct investments at least at a level comparable to this last year at 47, despite the challenges ahead. However, we will look to improve the targeting of investments with more focus on our key sectors and high-quality projects

PRIORITY 2



Enterprise and Innovation for Scaling Up High Productivity SMEs

Productivity is high in the Enterprise M3. In 2015, GVA per hour worked was £37.0 here against £31.8 in the UK. (ONS data 2016). However, there is a productivity gap in manufacturing, distribution and ICT when compared to some other LEPs, particularly TV Berkshire. Closing this gap, particularly on ICT, is an important challenge for the Enterprise M3 economy.

²¹ See Appendix 1 Research and Data for evidence and details of strengths in Creative Industries in Enterprise M3 area

There are, though, significant geographical differences in economic output, and we want to reduce that inequality. We will:

- Grow digital employment by 3.5% per year, creating over 40,000 new jobs by 2030. We will achieve this by investing in both our underlying digital infrastructure and our digital based industries
- We will support digital businesses to start up and grow by providing expert help through our Growth Hub and partners and through the further development of our £10m Expansion and Equity fund for innovative businesses. By 2030 we will have doubled the number of micro digital businesses to over 21,000 and created 250 new medium-sized digital enterprises
- Launch our 5G Scale up Programme through our Growth Hub and work alongside other scale up programme offers. This will enable our high growth SMEs to grow faster and bigger by offering a unique blend of business and technology support services. In 2017/18 we helped 346 SMEs through our Growth Hub
- Enhance our culture of innovation and enterprise by continuing to work with universities and innovation accelerator partners (e.g. SetSquared) to fund and develop marketable ideas for enterprise and innovation. For example, we are working with the University of Surrey and globally significant satellite companies to link 5G and satellite technologies, which will lead to innovation in many sectors including transport and health. Another example is work being carried out by the Enterprise M3 led Innovation South consortium to use digital technologies to drive productivity in health and social care sectors
- Continue to support the ambitions and recommendations set out in the Innovation South Science and Innovation Audit, developing a knowledge-to-market accelerator; linking innovation hotspots; developing the quantum technology supply chain; increasing SME engagement with the 5G Innovation Centre and developing advanced digital skills in growing innovative enterprises

- **Support development of nationally significant innovation centres linked to cybersecurity and the screen and film industry at Royal Holloway, Aerospace in Farnborough, Gaming in Guildford and Farnborough, and Satellite and Space at Surrey Science Park**
- **We will look for further opportunities to support the digital and creative centres that are in close proximity to London such as Runnymede, Elmbridge and Spelthorne as well as those located in our rural areas**
- **We recognise the importance of supporting projects that support our strategic aims across our whole area recognising that these may not be located in our Growth or Step Up Towns. Our proposed Centre 4 Social Innovation (C4Si) project in the New Forest is a business based, open innovation centre that will provide an affordable, flexible workspace and provide ultrafast broadband in a rural environment**
- **Gather intelligence on the economy to assess the impact of changes, such as economic shocks and Brexit, and working with our Growth Hub and other business groupings to develop approaches to help business adapt and maximize opportunities in changing circumstances**

PRIORITY 3



Skills for a High Value, High Growth Economy

Development of people's skills and talents are critical to achieving our ambitious GVA figure of 4% per annum. Our challenge is to help ensure a secure supply of skills needed for our digitally advanced economy.

We are building on an existing highly skilled workforce – 47.1% of our workforce are qualified to Level 4 and above, compared to 38.6% of the UK (ONS Data 2017). This is in conjunction with a high economic activity rate – 81.3% compared to the UK's 75.4%. (ONS Data 2017).

However, technology is changing the nature of jobs, and the impact of job automation, AI and other enabling

technologies, coupled with the challenges of a tight labour market will increase pressure to reskill and upskill existing staff using innovative approaches. These pressures, alongside significant skills shortages - 15% of staff reported by employers in our area as not fully proficient, that's 1 percentage point above the national average – are impacting on the productivity of our area, and will impede growth unless addressed.

We will continue to press for advances in higher apprenticeships (level 4 and above). This will build on the 360% growth in higher level apprenticeships over the last 5 years in our area, from 150 to 690 (EASFA 2016), and will increase productivity through improved skills, leadership and management.

We will:

- **Lead new ideas and ways of responding to the future skills challenges our businesses face. Our own Skills Action Group will follow the principles set out in the Industrial Strategy of supporting employers, education providers and local government to identify current and future local skills needs, in preparation to work with the framework defined by the emerging Skills Advisory Panels**
- **Explore future scenarios, with our businesses, to shape specific interventions to support both our future workforce and our key high growth sectors**
- **Work with employers to create innovative models for delivering technical, higher level skills, including leadership and management, in line with future business needs, and in partnership with universities, colleges, and training providers. Examples include the development of the Innovation South Virtual Campus**
- **Develop an understanding of the need for and support reskilling of our workforce to take advantage of our highly skilled but ageing workforce and meet the technological changes impacting on our businesses. This includes working with the National Retraining Partnership and the CBI, TUC and Government**

- **Extend the network of business Enterprise Advisers to all 127 schools and educational institutions across Enterprise M3 and support a high-quality service for work experience, work encounters and careers advice. This will be both forward looking, engaging businesses in the needs of our future economy; and inclusive, for example, catering for students with special education needs**
- **Increase the number and quality of apprenticeships and higher apprenticeships, in particular, by increasing higher apprenticeship take up by 5% year on year until 2030, especially in our key sectors. We will support our businesses to maximise the opportunities afforded by the apprenticeship levy**

PRIORITY 4



Connectivity for a 21st Century Advanced Digital and Low Carbon Economy

A 21st century Enterprise M3 transport network must address three major challenges facing our area and the wider region: congestion, capacity and air quality.

Efficient, high quality transport connectivity is essential to growth in our towns, cities and rural areas. Access to London, Heathrow and sea ports attracts talent and business to our area.

However, our road and rail infrastructure is congested, overloaded and is not keeping pace with demand. By 2040 large stretches of the transport network of the South East will be severely congested. Cutting journey times by just one minute on one of the busiest transport routes in the South East could add as much as £4.5million a year to the national economy²².

Our global competitors are making important investments in their supporting infrastructure and it is vital we continue to upgrade the infrastructure of the Enterprise M3 area to

protect its status as a superb destination for investment and successful businesses.

The clean growth and environmental agenda is linked to the transforming improvements needed in our transport system in order to promote further economic progress.

An important priority for our area is to establish environmentally friendly, high capacity access to Heathrow airport. The Enterprise M3 economy depends on strong links to the UK's international airports. Improved connectivity, coupled with enhanced aviation capacity will serve to enable local, regional and national economic growth, and market competitiveness.

The LEP is therefore in principle supportive of the proposed expansion of Heathrow. Nearly 10,000 Enterprise M3 LEP residents work at Heathrow, including 3,500 from Spelthorne alone (7% of the employed population). Through airport expansion, this is expected to increase to 25,000 jobs. Improved local public transport connectivity to Staines-upon-Thames, across Spelthorne, and north Runnymede will be an essential element of any expansion, allowing residents to access employment via rail and bus. Importantly, we are keen to see this expansion accompanied by improved, low carbon connectivity with the airport through the proposed western and southern rail accesses to Heathrow.

We support the new Southern Rail access to Heathrow proposal whether funded by public or private sector investment, for which Government is currently seeking proposals. However funded, this facility should provide not only an enhanced southern access to Heathrow but also offer the potential for a transformational impact on Spelthorne, Runnymede and Elbridge, whilst also enhancing movement across the whole of the south-east.²³

In rail, the LEP expects to see substantial investment in digital signalling as we consider it offers the most effective means to improve rail capacity allowing more trains to travel safely on lines, preventing delays and downtime and encouraging less reliance on private cars and the reduction in carbon emissions that could follow.

The LEP is also supportive of technological changes likely to reduce the polluting impact of cars over the next decade. We are in the process of producing a new mobility strategy and intend to allocate funding to areas where we consider we can add the most value.

²² The Transport for South East Economic Connectivity Report (July 2018)

²³ See Appendix 1 Research & Data for principles for these schemes

Most immediately, electric vehicles (EVs) will become increasingly prevalent on roads as this technology matures. Over the longer term, autonomous vehicles (AVs) will create new opportunities to maximise efficiency on roads and for sectors such as logistics.²⁴

In all of these cases, there is an important role for the LEP and partners in creating the conditions for these technologies to be successful.

Our approach links to the Industrial Strategy's emphasis on a broad definition of infrastructure and echoes the importance of investing in digital, broadband, mobile connectivity and smart mobility as well as transport infrastructure.

This strategy combined with investment in infrastructure will support improved productivity and enable local, regional and national economic growth combined with market competitiveness. In order to deliver transformational connectivity, we support a number of key interventions, which will alleviate congestion hotspots on the road and rail network where they are a significant barrier to growth.

To help deliver infrastructure to drive digitally enabled clean growth we will:

- **Aim to create Europe's first 5G Region by exploiting international opportunities in key sectors including Space, Aerospace and Defence, Health and Ageing Society and Financial Services. We will achieve this through exploring the potential for an advanced digital infrastructure, providing low latency connectivity across our area and exploiting the region's 5G capability at the University of Surrey 5G Innovation Centre²⁵**
- **Work with strategic partners to achieve a new southern and western rail access to Heathrow to improve connectivity, enhance capacity, reduce congestion and air pollution and unlock further development opportunities associated with airport expansion**
- **Work with Transport for South East, local authorities and neighbouring LEPs on an infrastructure priority plan for the area**

three key priorities set out below:

- Support South West main line capacity improvements, including the introduction of digital enhancements to railway, the implementation of Woking Flyover and Crossrail 2
- Create new capacity on the A3 around Guildford where congestion affects the economic performance and profile of this important growth town
- Develop a New Mobility Strategy focused on where the LEP can help enable the transport revolution, working with our contacts from industry and linkages to business

PRIORITY 5

Dynamic Communities and Sustainable Growth Corridors

Our area is made up of a series of small cities and large towns, some surrounded by rural villages and countryside, others bordering London and strong economic areas such as Reading and Southampton. Activities to stimulate growth have focused around the Enterprise M3 "Growth Towns" (Guildford, Woking, Basingstoke and Farnborough) and our "Step Up Towns" (Staines-upon-Thames, Camberley, Whitehill and Bordon and Aldershot).

We do not wish to abandon this approach, which has added value and is supported by partners. We would, however, like to respond to analysis and their feedback suggesting our future focus should extend to sustainable growth corridors.

These approaches will not only embrace these key economic centres, but also reach out along transport links connecting high growth, dynamic places with new communities that attract people, skills, businesses and creativity that make areas flourish.

²⁴ See Appendix 1 Research & Data for more background on the transport revolution "New Mobility Now"

²⁵ See Appendix 1 Research & Data for more details on Enterprise M3 as the 5 G region

The success of sustainable growth corridors depends on a sensitive and integrated approach to people's needs, suitable, affordable housing, digital and transport infrastructure, economic development and the environment. Critical ingredients are civic leadership, engagement around a "single voice and vision" and a political will for action. Sometimes these corridors will extend across administrative and geographic boundaries and Enterprise M3 will leverage our excellent relationships with neighbouring LEPs to develop this corridor approach for the wider economic benefit.

Our five priorities underpinned by digital technologies and our commitment to Clean Growth position our area in an ideal place to rise to the four Grand Challenges set out in the Government's Modern Industrial Strategy: Artificial Intelligence & Data; Ageing Society; Clean Growth; and Future of Mobility. Our early analysis suggests we are well advanced in these areas and some first thoughts are set out in Appendix 2, Opportunities & Challenges.

These are areas of global change which are already stimulating the growth of wide-ranging applications of technology and will see new industries and innovation in products and services – many unimagined today.

The evidence points to our area as one which already has outstanding strengths and an existing track record in work to overcome these Grand Challenges and the five foundations of productivity of Ideas, People, Infrastructure, Business Environment and Places.

The work on this SEP has established a firm foundation from which to develop our Local Industrial Strategy. We have gained further knowledge and understanding of our economy and can see the alignment to the Industrial Strategy Grand Challenges.

Clean Growth will underpin all our investments in our growth corridors and we will:

- Evaluate the impact of an integrated approach to investment along strategic corridors encompassing our Growth and Step-Up Towns, with a particular emphasis on the development of digital and clean growth solutions, for example, in transport and mobility solutions
- Invest in the future of our town centres to create imaginative, dynamic places that draw in young people, support flourishing communities and address the needs of an ageing population
- Invest in approaches that accelerate the building of homes including affordable homes, in line with local plans and low carbon principles. Building the right homes in the right places. Having well designed and appropriately located homes in sufficient numbers to meet the needs of our residents and support the economic future of the Enterprise M3 area. We will support our local authorities to deliver their housing priorities 'building the right homes in the right places'²⁶
- Work with our public sector partners to secure investment from the Housing Infrastructure Fund and facilitate the development of housing deals for the area
- Stimulate an increase in quality grade A office space, incubators and accelerators to support our key sectors and enterprise zones. We will build on our approach to extend our 5G test bed capability across the area to support SMEs to grasp market advantage²⁷

²⁶ Rushmoor Strategic Housing

²⁷ See Appendix 1 Research & Data for evidence and details on Commercial Property needs in Enterprise M3 area

FIVE PRIORITIES FOR GROWTH



SECTION 5

CONCLUSION AND NEXT STEPS: FOUNDATIONS FOR A LOCAL INDUSTRIAL STRATEGY

This is not a Strategic Economic Plan for “business as usual”. It sets out an ambitious vision and target for growth for the Enterprise M3 area up to 2030 of 4% GVA growth per annum. We know what we have to do, and we have the support and commitment of regional partners to deliver.

Digital innovation in a low carbon economy is where the Enterprise M3 area stands out, where we can drive economic growth in our area, and benefit the whole of the UK.

Our strengths make our area a natural partner to industry and Government in the delivery of the Industrial Strategy and its Grand Challenges. This, combined with a relentless focus on encouraging even better performance on exports and foreign investments, will be high priorities.

Skills are our businesses number one concern and we will act to help ensure skills investment is targeted at employers’ requirements and meets the need of the existing workforce, as well as college and school leavers.

This strategic economic plan clearly demonstrates and provides evidence of where we have economic strengths, challenges to maximising those and sets out interventions to unlock growth. We are mindful of the importance of digital and transport infrastructure and housing as both enablers and inhibitors of economic growth. Digital innovation will not realise the ambition for our region if our entrepreneurs can’t afford to buy or rent a home.

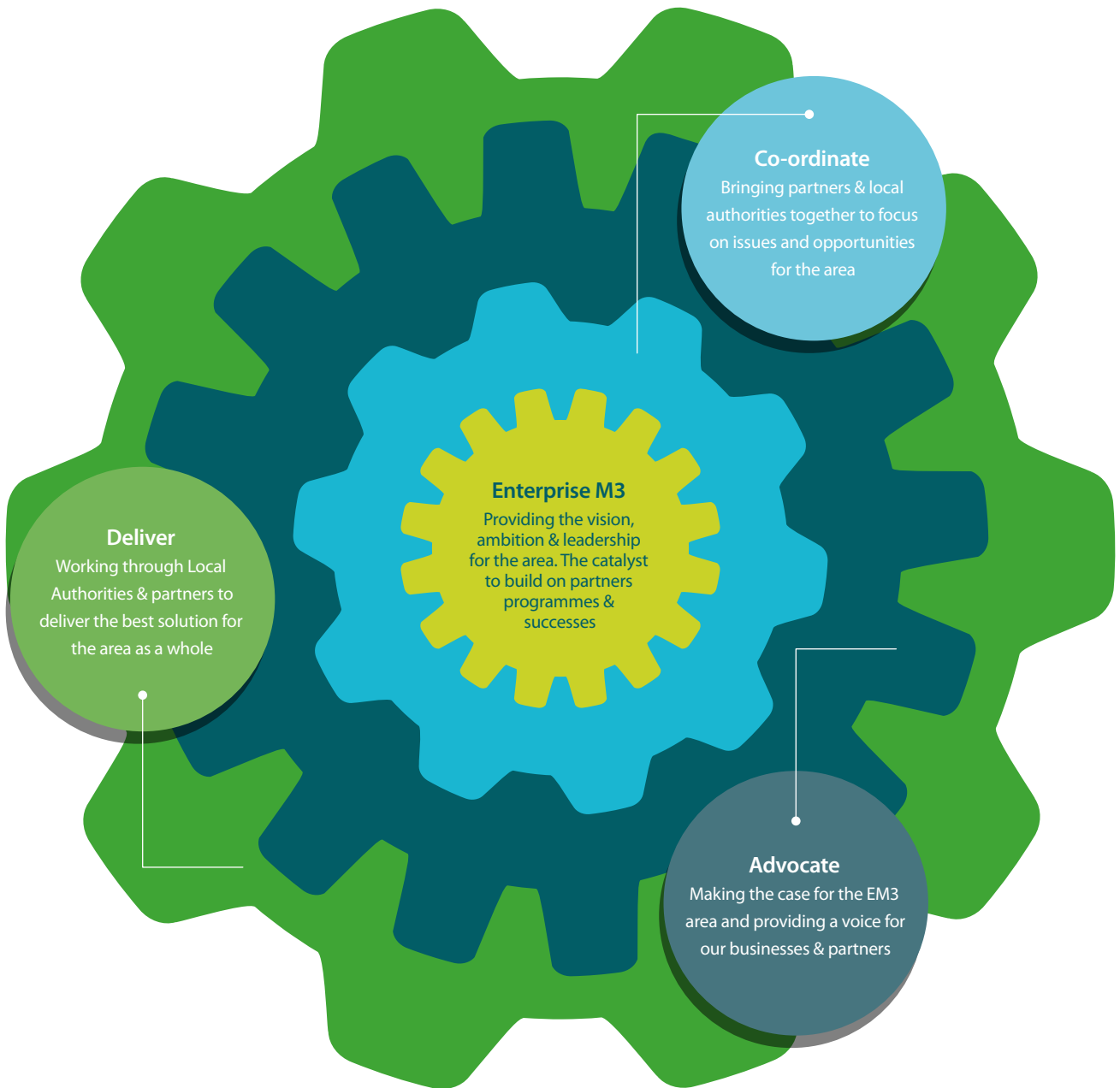
We have a solid foundation for our next steps forward: working with Government to shape our Local Industrial Strategy. Importantly, it throws light on areas where a deep dive into the evidence would be valuable.

An investigation into the readiness of SMEs to adopt new technologies is one example; an enquiry to identify our low productivity businesses and sectors and effective and inclusive interventions is another.

Understanding the role of housing costs on business decision making will also help inform our local industrial strategy and provide valuable evidence when it comes to asking for/ making difficult investment decisions.

Enterprise M3 has been recognised by Government as a high performing LEP. An essential part of our success is the way we work. We are always collaborative and place a very high value on working with partners. Businesses often do not recognize boundaries and we will look to develop deep alliances across our LEP boundaries to support businesses when that is in the interest of our region’s growth.

The key messages from this strategic economic plan are that Enterprise M3 is an advanced digital and low carbon economy ready for Grand Opportunities. We are already going fast; we want to go faster. The Enterprise M3 LEP is determined to work with local and national partners to make sure the area and the UK pick up that speed.



Connect with us



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