



# RESILIENCE, RECOVERY & RENEWAL

Digital Annual Report 2019-2020

ENTER PUBLICATION →

enterprise **m3**

Delivering prosperity through innovation

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

# SUPPORTING RECOVERY AND RENEWAL



*DAE*

**DAVE AXAM**  
Enterprise M3 LEP Chair

**QUICKLINKS**

[Recover, Renew Rebuild →](#)

[Investing for the Future →](#)

As the COVID-19 virus re-sets our economy; we are re-setting our priorities. Some opportunities and challenges will change; some will remain the same.

Two constants are that the Enterprise M3 area, its businesses and its people are at the forefront of the UK's economic strength; and the Enterprise M3 Local Enterprise Partnership, its partners and Growth Hub will help lead the area and the UK to recovery and renewal.

### Our Economic Recovery and Renewal Action Plan

We have already begun to reframe our emerging Local Industrial Strategy into an Economic Recovery and Renewal Action Plan. In this we are being led by fresh, up-to-date economic analysis and the invaluable insights and intelligence of partners and stakeholders. The government has shown its confidence in our ability to lead on recovery and renewal by asking us to submit capital bid plans for an economic stimulus.

The LEP's role as a thought leader and convener of partners is as powerful and important as ever. We have forged even closer working relationships with business support colleagues, including the Chambers, FSB, Business South, CBI, High St. Banks, DWP and our local authorities. These close collaborations minimise duplication and maximise the clarity and efficiency of our growth offer to business. Through these partnerships we are coordinating delivery and promotion of business support services such as online business advice events and also collecting valuable business intelligence in weekly bulletins which are sent to government departments.

Since lockdown we have produced more than 40 daily bulletins, signposting businesses to millions of pounds worth of grants and loans available to help them and their employees; and also celebrating local work and ventures to help the NHS, communities and restart the economy.

### Investing to stimulate recovery and renewal

The LEP is investing to help stimulate recovery and renewal. As examples, we have launched a £0.5m fund for pilot projects to support the safe reopening of EM3 town centres. We have plans to help further education colleges further digitise teaching.

In the 12 months ahead our Economic Recovery and Renewal Action Plan will build on seven principal areas which emerged from our work on a Local Industrial Strategy:

-  **Supporting** business-led innovation, diversification, entrepreneurship and our high-tech sector
-  **Growing** our low carbon economy
-  **Sustainable** transport and mobility
-  **Digitisation** for new ways of working and a robust digital infrastructure
-  **Skills** for employment
-  **Town centres** fit for a new future
-  **Convening** people and organisations in joint ventures

Importantly, as this Annual Report demonstrates, this critical work of EM3 going forward stands firmly on the strong achievements of the LEP's track record in past years.

*"COVID-19 is going to change the way we do things. But change is inevitable, and it is not always bad. There are some things which needed to change - the way in which we look after our environment, and the impact of artificial intelligence and technology. At EM3, we are entrepreneurial and transformative, and I am sure that as we come out of this pandemic, we will continue to adapt and thrive. It won't be the same. But that doesn't mean it can't be better."*

Dave Axam, Chair, EM3

Please note this is an interactive publication. When you see the following arrow → click or use it to navigate your way around this E-Publication.

# CONTENTS

## Recovery and Renewal →

Collaboration for Recovery →

Investing for Economic Recovery →

Investing for the Future →

Supporting Business Growth →

Recover, Rebuild and Renew →

---

## Annual Report 19/20 →

Welcome to our Annual Report →

Welcome to EM3 →

Key Highlights →

Our Economy in 2019-2020 →

European Funds →

Getting Ready for Brexit →

Governance →

Finance Report →

Team Page →

Get Involved →

Looking Back at our Year →

## Our Key Growth Priorities →

Clean Growth Sector →

Space and Satellite →

Games and Immersive Tech →

Careers for Business →

Transport →

Enterprise Zones →

Growth Hub →

---

## Investing for Economic Recovery →

Digital Skills Training for the Future →

Innovating for Sustainable Towns →

Driving Innovation in Medtech →

Tech Delivers Healthcare Training →

Sustainable Street Lighting →

Switching to Low Carbon →

Regenerating Andover →

Transforming Places: Guildford →

Promoting our Space Sector →

---

## Supporting Business Innovation to Drive Growth →

Turnaround in just 28 days →

Tackling construction waste →

Bitcoin boost for games sector →

Health app aids ageing society →

Clutch space expansion →

Drones aid 999 services →

Advancing manufacturing growth →

Optimising banking software →

Backing games sector →

Boosting space sector →

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## Our Board Members →

# A COLLABORATION FOR RECOVERY

Businesses lie at the heart of our ambition to deliver prosperity in our region. And, even in these very challenging times, that ambition is as great now as it has ever been.



↑ Kathy Slack OBE, Chief Executive

QUICKLINKS

Our Team →

Get Involved →

**KATHY SLACK OBE**  
Enterprise M3 LEP Chief Executive

2019-20 was another successful year for Enterprise M3 LEP and one where our work on the future economy and investment in innovative approaches makes us well placed to understand, lead and support our businesses during the current challenging time resulting from the impact of the pandemic.

We invested £36.9m of our Local Growth Fund in delivering 25 new projects resulting in programmes and projects on the ground, delivering in clean growth, enterprise, innovation, skills and importantly, sustainable transport. And we have now spent 97% of our total allocation of the £170m Local Growth Fund that we have received since 2014, an improvement on last year when the figure was 86%.

### Supporting businesses for the present and future

I am particularly proud of the work we have done to ramp up the support, advice and signposting for business - especially important when we were supporting business to prepare for leaving the EU and now additionally in helping them during the COVID-19 pandemic. We have been working hard on developing a vision for our economy based on a robust intelligence base. We have an important role in securing the future of a successful economy. We know "what makes this area tick" and we are well-connected amongst our businesses.

### Driving economic recovery

Our Local Industrial Strategy, developed with partners, has put us in a really good position to understand what we have here – a strong, resilient, diverse economy with some astounding innovative companies, a strong tech base and plenty of innovation.

Moving forward, we will be taking the work we did in 2019-20 to help drive the recovery of our economy in the aftermath of COVID-19. We will use our work on our LIS to develop a Recovery and Renewal Plan. We know, through our strong links to government that messages on the key strategic actions, our impact on the ground and with business are listened to.

### A collaboration for renewal

The partnership working which lies at the heart of EM3 underpins our success. It creates a combined, united, and integrated network of partners who know each other well, know what we do best, and know how to drive our economy forward – a collaboration for renewal. Together, we can achieve great things in a post COVID-19 world.

The thing we have done well this year is work together – not just EM3, my fantastic team and our marvellous board, but all the people we work with – our partners, local business organisations, the Chambers, FSB, CBI, local authorities, universities and colleges and, of course, the businesses themselves.

An important theme that will run through all we will do going forward is the whole Clean Growth and environmental agenda. We discovered in our development of our LIS that we have within EM3 10% of the entire UK low carbon market. This provides a strong foundation for action coupled with a continued drive around sustainability and digital tech. We have the ingredients to recover and to adapt and change and we will work with you all to support our businesses, our workforce and our communities to face a new future.

**EM3 contains almost 10% of the UK's low carbon market, and the LEP is leading the way in supporting the UK's drive to zero net carbon.**  
[Find out more here.](#)



CONTENTS

INVESTING FOR ECONOMIC RECOVERY



# INVESTING FOR ECONOMIC RECOVERY

We finish 2019-20 having invested 97% of the money that the government has awarded us to date – (over £170m since 2014) - helping to drive forward our region’s economic growth.

We signed contracts for projects which will deliver just over £80m worth of value to our region, and our Board approved 25 new projects which are investments in our area’s economic recovery.

In 2019-2020 we invested a total of

**£36.9m**

of our Local Growth Fund signing contracts for



**25 new projects**

You can find out more about some of the projects we invested in [here](#) →

## Exceeding targets

We are proud to have significantly exceeded three of our five targets.



Housing	Target	Actual
	1,000	1,789



Jobs	Target	Actual
	2,500	2,348



Commercial Floorspace	Target	Actual
	9,000 m <sup>2</sup>	8389 m <sup>2</sup>



Learning Floorspace	Target	Actual
	5,000 m <sup>2</sup>	11,664 m <sup>2</sup>



Apprenticeships	Target	Actual
	300	742

# INVESTING FOR THE FUTURE

Enterprise M3 LEP is a driver for the growth which will help our economy recover from the current pandemic and succeed for the future. Our role is to support our highly skilled, knowledge-based and technology-led companies and universities to develop innovative products and services which will tackle local, regional and global challenges from clean growth to health and welfare.

## QUICKLINKS

- Regenerating Andover →
- Switching to low carbon →
- Innovating for sustainable towns →
- Immersive tech delivers healthcare training →
- Driving innovation in MedTech →
- Sustainable street lighting →
- Digital skills training for the future →
- Promoting our space sector →
- Transforming places: Guildford →



Regenerating Andover →



Switching to low carbon →



Innovating for sustainable towns →



Immersive tech delivers healthcare training →



Driving innovation in MedTech →



Sustainable street lighting →



Digital skills training for the future →



Promoting our space sector →



Transforming places: Guildford →

# SUPPORTING BUSINESS GROWTH

The EM3 Local Enterprise Partnership area remains an excellent place to start, grow and locate a business. EM3 helps foster an entrepreneurial network of partners which can drive the recovery and renewal of our business community. We provide both the financial, business and skills support our entrepreneurs need to achieve high growth and enhance productivity.

## QUICKLINKS

- [From £750 to £230k in four weeks →](#)
- [Backing Builders Bay to tackle construction waste →](#)
- [Bitcoin payments transform games industry →](#)
- [Health app aids ageing society →](#)
- [Expansion loan rockets Clutch Space →](#)
- [Funding drone research to aid emergency services →](#)
- [Advancing Manufacturing Growth →](#)
- [Optimising banking software →](#)
- [Boosting Space sector investment →](#)



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Optimising banking software →



Boosting Space sector investment →

# RECOVER, REBUILD AND RENEW

## How EM3's Local Industrial Strategy will accelerate post-COVID economic recovery



The UK's national recovery is rooted in local recovery and growth – that's why the understanding of our local economy gained from our work on the LIS will play such a crucial element in the recovery and rebuilding of our economy.



Kathy Slack OBE  
Enterprise M3 LEP Chief Executive

Enterprise M3 LEP's Local Industrial Strategy (LIS) provides a strong foundation for the LEP's post-COVID-19 strategy and action plan to secure a sustained economic recovery for the region.

In 2019-20, EM3 published the substantial amount of new evidence and analysis collected for the LEP's emerging Local Industrial Strategy. The work, which was well received by Government analysts, represents a deep dive into the area's economic successes, drivers, challenges and opportunities. The publication, entitled Our LIS – Defining Our Approach, presents a picture of a fundamentally strong, diverse economy, rich in business-led innovation, with extremely competitive levels of exports and large numbers of scale-up, high growth, companies. One of the most valuable and important conclusions of the work was to set the goal of grasping the opportunity to attract more high-value businesses and jobs to the area.

### Other key findings included:

- Private sector investment in Research & Development (R&D) is very high. Business investment is the primary source of R&D (80% of total). EM3's businesses spend 1.8 times more on R&D than the average business in the UK, with notably high-value innovation occurring in priority sectors such as Space, Digital Services and Materials and Manufacturing.
- Developing marketable innovation is a stand-out strength of EM3's businesses. The region attracts an average of £13.5m of Innovate UK funding each year (increased to £19.1m in 2018/19). Innovate UK funding has supported more than 1,200 projects in the region since 2003/04 – the fourth highest number among LEPs.
- New understanding of EM3's key economic sectors, including the games sector where EM3 has almost 10% of the entire UK's workforce and discovering the strength of the EM3's clean growth sector, where 7,169 companies based here make up almost 10% of the entire UK low carbon and environmental goods and services market.

The valuable and comprehensive work of our Local Industry Strategy is now being developed into an Economic Recovery and Renewal Strategy and Action Plan. With some new evidence on the economic impact of Covid-19, we are in a strong position to set out a refreshed evidence-based set of goals for growth.

Some longstanding priorities, for example, to enhance the area's digital infrastructure, digitisation of business and industry models; to support clean growth and the move towards delivery of low carbon energy; and to strengthen our innovation ecosystem, will help accelerate economic recovery and renewal.



However, we are developing new approaches in areas such as skills and training in response to the extraordinary changes we face.

More information is available [here](#).

### SPECIALISMS IN HI-TECH, KNOWLEDGE-BASED INDUSTRIES



**Aerospace, space and satellite**



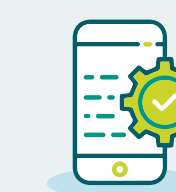
**Telecommunications** including wired and wireless



**Games and immersive technology**



**Createch**



**Digital Services** including computer programming and consultancy



**Clean Growth**



# ANNUAL REPORT 19/20

## QUICKLINKS

Welcome to EM3	→	Governance	→
Key Highlights	→	Finance Report	→
Our Economy in 2019-2020	→	Team Page	→
European Funds	→	Get Involved	→
Getting Ready for Brexit	→	Looking Back at our Year	→

# A MESSAGE FROM OUR CHAIR

↑ An address from our Chair, Dave Axam



**DAVE AXAM**  
Enterprise M3 LEP Chair

#### QUICKLINKS

[Board Members 2019/20](#) →

[Governance](#) →

[Financial Report](#) →

While an Annual Report is primarily a lookback at the last 12 months, I cannot begin without offering my sincere condolences to everyone affected by COVID-19. We must remember that COVID-19, first and foremost, has impacted people. And while businesses are affected and the economy is affected, these things will recover.

Our focus, as Enterprise M3 LEP, has to be on making sure we can bounce back from COVID-19 and how we can recover, renew and grow our economy. You will find out more about our plans as you go through our report. But I also want to tell you about the good things we and our economy have been doing before the COVID-19 situation. There is a longer version of this introduction in the video you can access on this page, but I would like to highlight three fundamental areas of achievement in the past year and invite you to find out more details in the following pages.

### Skills

Over the past few years we have invested significant resources in our network of people who work with schools and business to develop their career planning and ensure all our young people get the best advice to choose the right careers for them. [Find out more here.](#)

### Sustainable Transport

One of the areas we have consistently delivered on is transport. This year we invested more than £15m in transport and I am really delighted that more than half of that is going into sustainable transport and smart mobility. We want to continue that trend and you can [find out more about our work here.](#)

### Housing

The availability of housing is fundamental to our economy and we have focused our attention on schemes which have enabled new housing growth. We are proud to have exceeded our target of 1,000 homes to deliver 1,789 new homes this year – a fantastic result. [More information is available here.](#)

Our economy has been growing, levels of employment have been growing and we have helped sustain the conditions for our flourishing economy. We must not forget the trajectory we were on to make sure we have a recovery and renewal plan which builds on those fundamentals. Understanding our economy is very important, and this is where the work of our Local Industrial Strategy helps us excel. We have learned much about the nature of our economy in the past year which is vitally important to us as we come to consider how we will recover from COVID-19. [You can find out more about this work here.](#)

### Enterprise and Innovation

Finally, I would like to say to all the businessmen and women reading this report, that you are part of this recovery and critical to renewal; the engine of enterprise and innovation is at the heart of our economy. We need to pull ourselves out of the COVID-19 situation and to do that we will need high growth, high value businesses generating employment and wealth in our areas.

At EM3, in the coming year, we will continue to:

- support those businesses which are undergoing massive structural change,
- assist those businesses which just need a helping hand to recover, and, above all,
- continue to support growth.

### Governance

EM3's governance has been judged 'exceptional' by government. The LEP's Annual Performance Review by government also reaffirmed the organisation's effective operating model, stating that the LEP met strategic targets and rating its delivery as 'good'.



### Finance

EM3 invested £36.9m of its Local Growth Fund delivering 25 new projects supporting clean growth, enterprise, innovation, skills and sustainable transport. It has now spent 97% of the total available funding to date.



ANNUAL REPORT



CONTENTS

WELCOME TO EM3



# WELCOME TO EM3

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

QUICKLINKS

- Meet the Team →
- Looking Back at Our Year →
- Our Economy →
- Investing for the Future →
- Supporting Business Growth →

The Enterprise M3 Local Enterprise Partnership (EM3 LEP) is business-led, bringing together a partnership of both private, public, and not-for-profit sector organisations, making it a collaboration for growth across our region. Those partners include small businesses, larger companies, local authorities, not-for-profit organisations, colleges, and universities.

Enterprise M3 is one of 38 Local Enterprise Partnerships (LEP) in England. We receive funds from Central government, and local partners, which we use to leverage further investment from private and public sources. We aim to step in to enable growth which otherwise wouldn't happen. Our strategic economic investments help create, nurture, and sustain the right economic success and enhanced productivity in our area. We run the EM3 Growth Hub, which provides professional, expert business support to local SMEs.

Our business-led board are drawn from the private, public, and not-for-profit sectors. They are collectively responsible for the LEP's overall strategic direction, establishing targets, priorities, and monitoring progress. Find out more about our Board and its members [here](#).

EM3 covers west Surrey and a significant part of the county of Hampshire.

OUR REGION HAS



# BOARD MEMBERS

In our drive to increase local economic growth, we are acutely aware of our public responsibility in exercising how we spend government funds. To underpin this, the government ensures each LEP has in place robust systems and processes to effectively manage funding from central government budgets, including our [Joint Leaders Board](#), which provides a scrutiny role.

Our accountability framework covers:

- Governance and decision making
- Transparent decision making; including a conflicts and Register of Interests policy
- Ensuring value for money and effective delivery

## QUICKLINKS

- EM3 Structure →
- Governance →
- Finance Report →
- Board Meeting Agendas and Reports →

We have a diverse, business-led, Board, which includes up to 20 members split between both the private, public sector and not-for-profit sector who are also Directors of Enterprise M3 Ltd.

Members are highly experienced leaders, selected for their business acumen and specialist expertise, from across the full range of large companies and smaller businesses; local authorities; not-for-profit organisations; universities and the further education sector.

The Enterprise M3 Board, chaired by Dave Axam, is responsible for the overall strategic direction of the LEP, establishing targets and priorities and monitoring progress towards those targets. The board meets every two months and the meeting agendas and reports can be viewed [online here](#).

Enterprise M3 LEP's [Assurance Framework](#) sets out the role of, and terms of reference for, the board. Each board member has completed a register of interests form, and the full register can be found [here](#).

The board is advised by a number of groups which provide strategic oversight for different EM3 projects and funding streams, including:

- European Management Group
- Programme Management Group

An overview of the EM3 governance arrangements can be found [here](#).

We would like to take this opportunity to thank the members, who stepped down from our board ([view members](#)) during the year for the time, wisdom and invaluable expertise, they invested in guiding EM3.

We would also like to welcome our newest board member, Ren Kapur MBE, founder and CEO of X-Forces Enterprise (XFE), who will be joining our board in July 2020.



Meet the Board Members





Dave Axam  
Fibre Limited →



Debbie Allen  
BAE Systems →



Linda Cheung  
Intrapreneur Nation →



James Cretney  
Marwell Wildlife →



Barney Ely  
Hays Specialist Recruitment →



Stacey King  
City Fibre →



Jim McAllister  
The Rutland Group →



Cllr David Clifford  
Rushmoor BC →



Cllr Ian Harvey  
Spelthorne BC →



Cllr Rob Humby  
Hampshire CC →



Cllr Colin Kemp  
Surrey CC →



Cllr Richard Millard  
East Hants DC →



Cllr Caroline Reeves  
Guildford BC →



Julie Baker  
Nat West/RBS →



Virginia Barrett  
Farnborough College of Technology →



Joy Carter  
University of Winchester →



Sarah Jane Chimbwandira  
Surrey Wildlife Trust →



Ross McNally  
Hampshire Chamber of Commerce →



Brian Woods  
Federation of Small Businesses →



Kathy Slack  
Enterprise M3 LEP →



Mike Short (co-opted)  
Department for International Trade →

# KEY HIGHLIGHTS 2019 - 20

To find out more about the work we have done, please use the arrow in the box to navigate your way to more information

QUICKLINKS

- Investing for Growth →
- Clean Growth & Low Carbon →
- EU Exit →
- Space and Satellite →
- Enterprise Zones →
- Careers for Business →
- Growth Hub →
- Games and Immersive Tech →
- Transport →

### INVESTING FOR GROWTH

**£37m**  
invested in jobs, homes learning and businesses

→

### CAREERS FOR BUSINESS

**83** Schools/colleges through the CEC programme

**45** business ambassadors, otherwise known as Enterprise Advisers, work with schools/colleges

**54** business volunteers have registered for the give an hour campaign

→

### CLEAN GROWTH & LOW CARBON

EM3 analysis in 2019 showed:

**10%** of the entire UK low carbon and environmental goods and services sectors is in EM3 (LEGS).

**£18.2bn** worth of sales in the Low Carbon Environmental Goods and Services sector

**7,169** Clean Growth/Low Carbon companies.

→

### GROWTH HUB

**237** Enterprises received support

**192** jobs created and 265 safeguarded

**99%** satisfaction rating

→

### EU EXIT

**4,000** businesses surveyed

**8** masterclasses delivered

Led the South Central LEP Cluster Activity

→

### GAMES AND IMMERSIVE TECH

HPO (High Potential Opportunity Area) attracts investment

**425** games industry delegates attended Guildford Games Festival

→

### SPACE AND SATELLITE

Promoted space sector at UK Space Conference and Space Connect

**£9bn** value from 180+ space organisations

**33%** growth since 2016/7

→

### TRANSPORT

**£15.3m** investment in transport

**£7.2m** investment in sustainable transport & smart mobility

→

### ENTERPRISE ZONE

**260** jobs created

**£24.5m** investment, of which £22m private sector

→

# OUR ECONOMY 2019 - 20

Our high-tech, knowledge-based economy generated £62bn GDP in 2019-20 and contains around 10% of each of the UK's key growth sectors – the gaming and space industries. These strengths will be the drivers of our region's economic recovery and renewal

## Economy and Sectors



**£62.1bn GDP\***  
2.9% of UK GDP



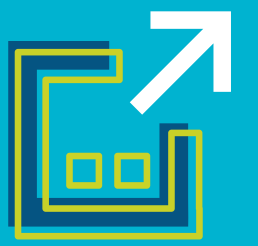
**Productivity is £42 per hour – 20% higher than UK average\***

Compares to:  
Solent £36.2, TVB: £47.3, C2C: £36.6



**891,000 jobs, 2.5% of the UK\***

755,600 residents in employment in 2019 which corresponds to 81.3% of all people of working age vs 75.6% in UK\*  
0.95 job density, well above UK average of 0.86. Compares to: 1.04 in TVB, 0.78 in Solent, 0.82 in C2C



**£26.14bn of exports in 2017 which is 4.5% of the UK market.\***

£14.56bn of goods and £11.57bn of services\*  
20% higher than UK average\*

## Foundations of Productivity



### SKILLS

**473,000 people or 59.4% of all people in employment were employed in high-skilled occupation\* vs. 47.1% in the UK**

457,400 residents with NVQ4+ or 49.3% compared to UK average of 40.2% \*



### BUSINESS

**91,570 (2.9% of UK) local business units in 2019\***



### PEOPLE

**1,524,000 people 2.3% of total UK population\***



### INFRASTRUCTURE

**Strategic roads are the M3, M25, M27 and A3**

It is a gateway region with access to airports and ports



### PLACE

**69% of workers live in the area\*\***

**31% of total population is rural\*\***



Our economy has been growing, levels of employment and skills have been growing and we have been sustaining a flourishing economy. We must not forget that. Understanding our economy is important to make sure we have a recovery and renewal plan which builds on those fundamentals. We know where we have to get back to.



Dave Axam, EM3 Chair



KEY HIGHLIGHTS



CONTENTS

EUROPEAN FUNDS



\*Latest available ONS Data

\*\*EMSI Skills and Labour Market Analysis Feb 2020

# EUROPEAN FUNDS

## CASE STUDIES

Advancing Manufacturing Growth →



If we hadn't had the support, we wouldn't be where we are today. It gave us a clear focus on where we might need to explore market opportunities we hadn't thought of... refine our business model and steer our business in a much more productive growth way.




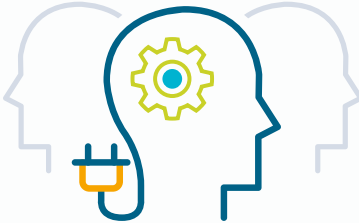

**Gil Satchel and Paul Cole,**  
Co-founders of powerQuad - an award winning renewable technology company

Enterprise M3 LEP has received a notional allocation of £44.5m of European Structural and Investment Fund (ESIF) for 2014 to 2020 for use in our area.

£44.5m  
(€50m)



THIS DIVIDES INTO THREE FUNDS:

IN 2019/20 EUROPEAN REGIONAL DEVELOPMENT FUND (ERDF)	EUROPEAN SOCIAL FUND (ESF)	EUROPEAN AGRICULTURAL FUND FOR RURAL DEVELOPMENT (EAFRD)
<p><b>£1.9m</b></p> <p>Two new contracted projects benefitted from a total of £1.9m European Regional Development which unlocked a further £3.76m of funding in the EM3 area -</p> <p><b>EMphasis3 project</b> - £1.28m to support the shift towards a low carbon economy by promoting energy efficiency and adoption of low carbon technologies.</p> <p><b>Regional Manufacturing Growth Programme</b> - £600k to help SME manufacturers remove barriers to growth, increasing productivity levels.</p> 	<p><b>£2.94m</b></p> <p>Two new contracted projects benefitted from a total of £2.94m European Social Funding which unlocked a further £5.89m of funding in the EM3 area -</p> <p><b>STEP project</b> - £1.94m to provide individual, intensive support for young people not in education, employment or training.</p> <p><b>Fedcap Links to Work M3 project</b> - £1m funding to provide intensive work focused training and support to help people with barriers to employment back into long-term sustainable work.</p> 	<p><b>£3.8m</b></p> <p>The Reserve Fund for EAFRD funding opened in January for the final round of EAFRD funding.</p> <p>We received an impressive number of applications that are in the pipeline which represent £3.8m of EAFRD funding to enable rural business development in the EM3 area from a range of rural businesses.</p> 

2020

2023

The EAFRD Reserve Fund has now closed and successful projects will start later in the year. We continue to convey the important message to our businesses that the Treasury has **guaranteed a reserve fund for ERDF and ESF funding** for projects that can be contracted post-December. These projects can run up to December 2023 regardless of any changes to the Brexit transition period.



OUR ECONOMY



CONTENTS

GETTING READY FOR BREXIT





# EM3 LEADS ON BREXIT READINESS

## CASE STUDIES

Growth Hub →



The clinic has been very useful. I have gained some interesting insights and good contacts who will be able to help if I need any more advice. It's definitely been a worthwhile experience.



Paul Ashworth,  
Producer and Director, Team360



Enterprise M3 LEP led major work help southern businesses prepare for the UK's exit from the EU. EM3 was chosen by government to lead a group of Local Enterprise Partnerships in a joint initiative to help businesses get ready for Brexit.

The collaboration, led by EM3, united Coast to Capital, Solent, and Thames Valley Berkshire LEPs and their associated Growth Hubs in the South Central LEP Cluster. By investing a joint fund of £395k, the South Central Cluster was able to achieve economies of scale, maximise value for money and productivity, and share good practice in business support.

Thousands of businesses across the South of England were encouraged to attend a series of free 'Brexit readiness' events organised by government experts and the Department for International Trade.

As a result, a total of 100 local events were delivered to 9,000 businesses and business resilience assessments were carried out on 810 companies. A series of eight Export Masterclasses were held across the region, including how to export using social media.

A business survey of 3,400 businesses was held in early 2020 to shape the offer from our Growth Hubs by identifying the most favoured type of business support.

EM3 worked with the Department for Business, Energy, and Industrial Strategy (BEIS) to convey guidance to businesses and also to inform government, submitting a total of 23 weekly Business Intelligence Reports to help guide government strategy.

The EM3 business EU Exit and Resilience team created toolkits for businesses to advise them on steps to adapt to large changes in the political and economic cycles. These included the Get Brexit Ready campaign in the autumn of 2019.

More recently we have also pulled together a toolkit of information on COVID-19 to support our businesses.

[Click here.](#)



EUROPEAN FUNDS



CONTENTS

GOVERNANCE



# GOVERNANCE & ACCOUNTABILITY



“This is recognition of the team’s and board’s efforts to ensure that everything we do is of the highest standard.”

Dave Axam, Chair, Enterprise M3 LEP



“We are constantly striving to improve our governance arrangements and work hard to ensure that our processes are open and transparent.”

Kathy Slack, Chief Executive, Enterprise M3 LEP

We regard the open and transparent management of public funds as our most important responsibility.

We were formed in 2011 and became Enterprise M3 Ltd in March 2019 and the [Articles of Association](#) explain our purpose as well as our duties and responsibilities. Enterprise M3 LEP works through an Accountable Body, Hampshire County Council, and engages and works closely with them across our activity. The [Enterprise M3 Joint Leaders Board](#) brings together all of the Local Authorities across the Enterprise M3 area and provides a scrutiny function.

We operate in line with an [Assurance Framework](#), based on guidance from central government, which determines the practices and standards necessary to provide assurance that decisions over funding are transparent, accountable and represent value for money. In line with the requirements of the framework, we publish information on all of the projects we fund as well as all our [board papers](#).

In 2020 an independent evaluation of the way in which EM3 spends public funds reported that steady progress had been made in output delivery, and that there is good alignment between the spending and the LEP’s spatial priorities, focused on the ‘growth towns’ and ‘step-up towns’. The report, by SQW Ltd, also reported that project application, appraisal and approval process had improved and that EM3 received positive feedback from the wider partnership.

[View Board Members 2019/20](#) →

[View Financial Report](#) →



## EXCEPTIONAL

EM3’s governance has been judged ‘exceptional’ by government. The LEP’s Annual Performance Review by government also reaffirmed the organisation’s effective operating model, stating the LEP met strategic targets and rating its delivery as ‘good’.

# FINANCE REPORT

QUICKLINKS

Governance →

Notes to 2019-2020 activity:

1. Income from Central government includes core funding for operational activities of Enterprise M3 and the Growth Hub.
2. One-off 2019/20 additional Government income provided to EM3 as lead for four LEP cluster to help businesses prepare for EU Exit and for intelligence gathering
3. Partner contributions comprise income from local authorities, further and higher education establishments.
4. 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.
5. Enterprise Zone expenditure in its initial years is largely funded by a loan from Hampshire County Council (HCC), to be repaid from future Business Rates Income Growth.
6. Research, consultancy and studies activity included the development of EM3's Local Industrial Strategy; delivering our SEP objectives; website development; programme evaluation; and communications services.

All revenue and capital funds relating to the LEP's activities, are held by, and accounted for by our Accountable Body, Hampshire County Council (HCC). The transactions and balances are separately identified within their accounting records, and subject to an annual external audit review, as part of the council's accounts. The 2019/20 financial report relates to these operational activities and funds.

At the start of the 2019/20 financial year, the decision-making function of the LEP was incorporated, forming Enterprise M3 Ltd. Its directors and members are the LEP Board. This private limited company has no funds, staff, assets, or financial liabilities. It does not trade, and will submit dormant accounts to Companies House, by 31 December each year.

We receive funding from central government and local partners to support our day to day activities, ensuring we can take forward delivery of the Strategic Economic Plan objectives, drive implementation of the Local Industrial Strategy and deliver the Local Growth Fund Programme. The continued direct support from Local Authorities and Further Education Colleges across the area, provide a significant resource to support our work and activities to directly impact EM3's economy. The LEP's financial results for the year ended 31 March 2020 were presented to the EM3 Board in May 2020. They will be audited by the end of November 2020, as part of HCC's external audit, and then available on our website. Our results for the year ended 31 March 2019 were successfully reviewed as part of HCC's 2018/19 external audit.

### Scrutiny

The Resources, Finance and Audit Committee, a sub-group of the EM3 Board, supports 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. The Section 151 Officer has financial and governance oversight of decisions made by Enterprise M3 Ltd, and its related decision-making sub-groups, ensuring effective review of governance over financial decisions.

[View Board Members 2019/20 →](#)

[View Governance →](#)

## Income and Expenditure

Income and Expenditure	NOTES	2020 - 2021 Budget	2019 - 2020	2018 - 2019
Income		£'000	£'000	£'000
Central government	1	862	1,062	987
Government - EU Exit Business Readiness	2	0	420	0
Partner contributions	3	355	205	288
Application Fees		400	737	347
Interest on balances	4	511	621	661
Project Income		552	503	357
Enterprise Zone	5	229	115	170
EU Funding		27	58	66
		2,936	3,721	2,876
Expenditure				
Resource related costs		1,638	1,331	1,057
Government - EU Exit Business Readiness	2	0	420	0
Due diligence		133	123	216
Research, consultancy, and studies	6	468	558	282
Stakeholder engagement and events		77	48	65
Running costs		375	256	234
Accountable body support		70	53	42
Growth Hub costs		395	563	562
Enterprise Zone	5	229	115	170
		3,385	3,467	2,628
Net Increase/(Decrease) in funds		(449)	254	248

# OUR MANAGEMENT TEAM

## QUICKLINKS

- Get Involved →
- Investing in Economic Recovery →
- Supporting Business Growth →
- Key Highlights →
- Governance and Accountability →
- Finance Report →



Kathy Slack OBE

Chief Executive

Kathy.Slack@enterprisem3.org.uk



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Enterprise Zone Programme Manager

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FINANCIAL REPORT



CONTENTS

GET INVOLVED



# GET INVOLVED

## QUICKLINKS

- Meet the Team →
- .....
- EU Funding →
- .....
- Enterprise Zones →
- .....
- Skills →
- .....
- Space →
- .....
- Clean Growth →
- .....
- Transport →
- .....
- Games sector →
- .....

**Collaborating is key to our impact on the local economy.** We want to involve and connect with business leaders, employers, local authorities, not-for-profit organisations, schools and colleges across west Surrey and Hampshire to help us deliver the future our region deserves.

### Joining the Board:

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Keep up to date with news and progress on EM3 projects by subscribing to our regular newsletter through our website [www.enterprisem3.org.uk](http://www.enterprisem3.org.uk)

Connect with us on Twitter via [@enterprisem3](#) or on LinkedIn



We have number of strategic roles under review.

# Looking Back At Our Year



GET INVOLVED



CONTENTS

KEY GROWTH PRIORITIES



# OUR KEY GROWTH PRIORITIES

## QUICKLINKS

- Clean Growth Sector → Space and Satellite →
- Games and Immersive Tech → Careers for Business →
- Transport → Enterprise Zones →
- Growth Hub →

# EM3 leads the way in developing a carbon net zero economy

## CASE STUDIES

- Switching to low carbon →
- Sustainable street lighting →

## RESEARCH REPORTS

- Low Carbon Sector Market Report →
- Low Carbon Sector Opportunities Report →
- Low Carbon Sector Summary Report →
- Designing Smarter Mobility →



Basingstoke companies were in a world first in 2019 as solar power was connected to railway lines. Basingstoke Energy Co-operative, working alongside Network Rail engineers, took a leading role in the design and implementation of the system known as Riding Sunbeams. Credit © Andy Aitchison / Riding Sunbeams

The Enterprise M3 LEP is leading the way in the fight against climate change through an exciting innovation and research strategy which will highlight and encourage established businesses to play their part in a global challenge.

Our vision at EM3 is for our region to become a leader for sustainable energy, powering innovative, decarbonised, and clean economic growth. Over the next 30 years, our energy systems will need to rapidly evolve to enable us to decarbonise and take advantage of new technologies. Clean growth has been identified in our **Local Industrial Strategy work** as a key element of the essential role EM3 plays in delivering the UK's move towards a cleaner economy.

There are 7,169 clean growth/low carbon companies based in the EM3 region - almost 10% of the entire UK low carbon and environmental goods and services sectors, generating £18.2bn worth of sales in the sector. EM3 is particularly strong in five areas: alternative fuels, building technologies, alternative fuel vehicles, wind and geothermal, which between them account for 64% of total activity in EM3.

The low carbon sector and market reports prepared for our LIS will help businesses in our area explore their potential to diversify, expand and form a growing part of the national effort to fight the climate emergency by leading through innovation. Building on the South2East Local Energy Strategy, which we produced in 2018 with our neighbouring LEPs, Coast to Capital and South East LEP, we have continued to work closely with government, local authorities and businesses across the region to identify opportunities, providing key investment and support to help drive the low carbon economy forward.

We have delivered several schemes in 2019/20 which have supported the industry, including:

- a £2.6m Local Growth Fund loan to Surrey County Council to support its LED streetlamp upgrades ([see case study](#))
- £0.5m to install 80 fast and rapid on-street charging points for electric vehicles as part of the region's drive towards clean growth ([see case study](#))



We also ran an Electric Vehicle (EV) Infrastructure Workshop with the Greater South East Energy Hub which brought together project developers, network operators and the supply chain in the EM3 Local Enterprise Partnership area.

The event was designed for and welcomed by local authorities that had met barriers to the development of their EV charging and infrastructure projects, such as grid constraint and lack of funding.

- Switching to low carbon →
- Sustainable street lighting →



# EM3 at the heart of the new industrial 'Space Race'

## CASE STUDIES

Boosting our space sector →

Expansion loan rockets Clutch Space Systems →

Enterprise M3 LEP's space, aerospace and satellite clusters, with centres in Guildford, Farnborough and Bordon, are among the high tech industries attracted to our area, confirming its reputation for a strong knowledge-based economy, conducive to business-led innovation.

This year we saw two leading space organisations move to the Space Enterprise M3 area, ICEYE and UKspace.

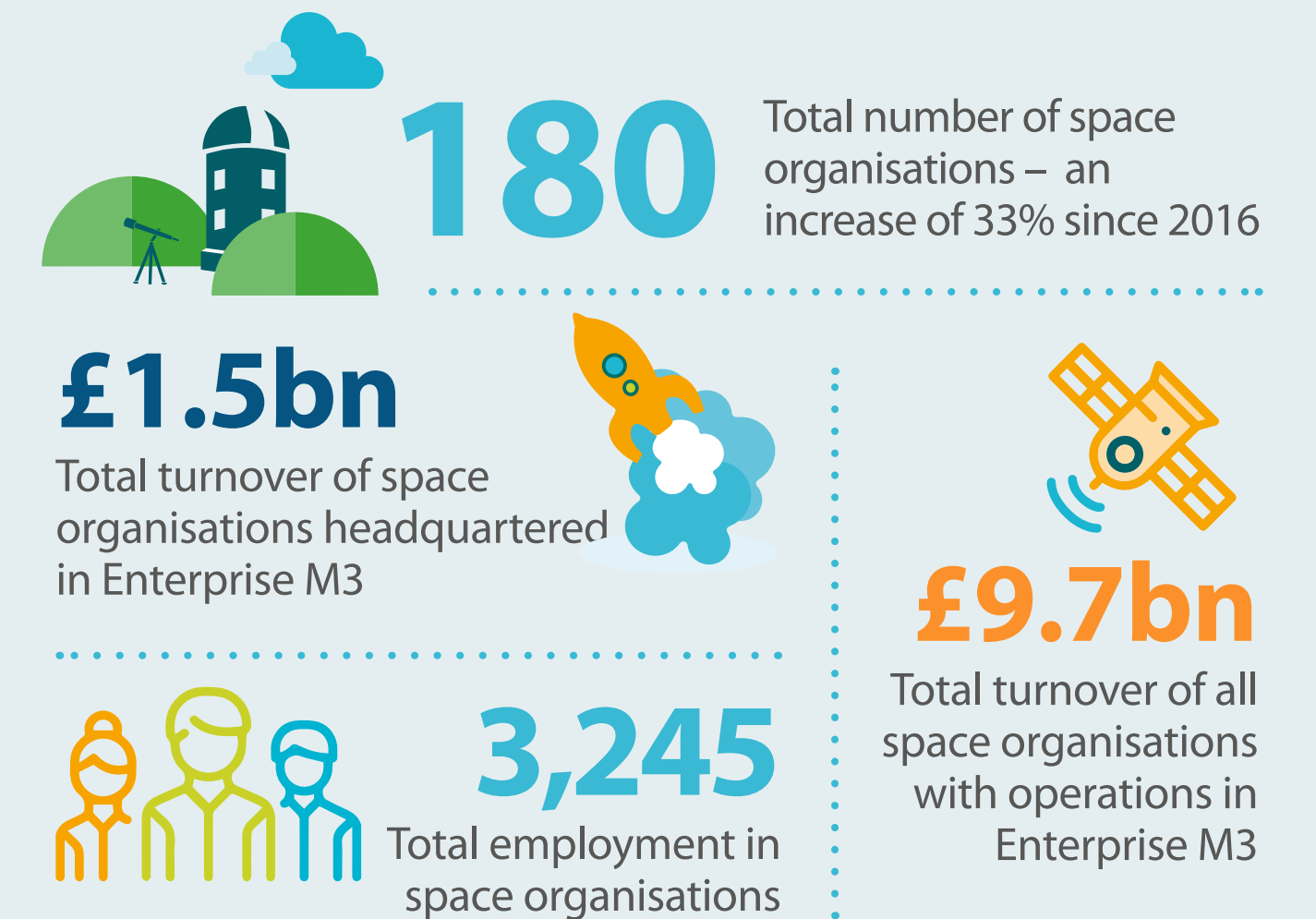
UKspace came to Whitehill and Bordon in March 2020. As the trade association of the UK space industry, UKspace has been its leading voice for more than 30 years, and represents the interests of industry with the government, parliament, and national and international stakeholders. ICEYE, a world-leader in earth-observation technologies, also moved to Bordon, adding to its offices in Harwell and Helsinki. The company aims to empower others to make better policy and commercial decisions by providing access to timely and reliable satellite imagery.

EM3's expanding space and satellite cluster enjoys high potential for growth, putting it among the LEP's priority sectors which will help lead the area to economic recovery and renewal in a post Covid-19 world. Throughout the year the EM3 has used its substantial powers to convene partners and build collaborations to raise the profile of the area's space industry. EM3 had a significant presence at the UK Space Conference and was able to highlight new global investment opportunities for the region's space sector [\(see case study\)](#).

We also attended the Space to Connect Networking Event, hosted by the UK Space Agency and European Space Agency. In partnership with space and satellite companies, the UK Space Agency, the Defence & Security Accelerator, Innovate UK, the Department for International Trade, universities and local authorities, we are working to maximise opportunities for the EM3 space, and satellite sector.

Our own space cluster steering group, which includes the EM3 Growth Hub, the UK Space Agency, the Satellite Applications Catapult, and the Knowledge Transfer Network, facilitates cooperation between space and other sectors, including 5G, immersive tech, clean growth, agri-tech, med-tech, and cybersecurity.

Analysis for the government\* puts the space sector in Enterprise M3 in the top five areas in the UK on four key measures:



These companies include world leaders such as BAE Systems, Surrey Satellite Technology, Airbus Aerospace & Space, Earth-I, SatixFy and ICEYE. Additional research for our Local Industrial Strategy, that shows the majority of these organisations have a strong environmental focus, with the potential to support the region's low carbon sector, and further strengthening EM3's clean growth mission.

Boosting our space sector →

\* Source: London Economics (2019) Size & Health of the UK Space Industry 2018



# DIT identifies EM3 games sector as magnet for foreign investment into the UK

## CASE STUDIES

[Guildford Games Festival](#) →

[Bitcoin payments transform games](#) →



We hope this gave visitors to the National Gallery a real feeling for the magic and transformative nature of what immersive storytelling can do. This is research that tests out the potential for immersive storytelling to engage audiences in new ways and showcases the brilliance of companies in our creative cluster like Focal Point VR.



**Professor James Bennett,**  
Director of StoryFutures



The Department for International Trade (DIT) has identified the Gaming Sector as a key industry in the Enterprise M3 LEP area and has dubbed it as offering a High Potential Opportunity (HPO) for foreign investors.

This HPO status has been highlighted in the House of Commons by the Guildford MP, Angela Richardson, and means the DIT is working with the LEP to help promote the sector on an international stage.

Within the region there are 179 companies in the games industry, including Hello Games and EA Games. Combined they have created more than 1,500 jobs – 10% of the entire UK games industry workforce.

The UK games industry market is set to grow from £5.7bn in 2018 to exceed £7bn by 2021, with the fastest growing markets being immersive tech (34% annually) followed by eSports (21% annually). The average gaming salary in the UK is £34,200 compared to the average £26,500, and the sector turnover from exporting is 64%.

The sector is a major asset for EM3 and for the UK, and the EM3 team now includes a games industry expert who works closely with all relevant businesses in the region to help drive their economic success.



During the year EM3 also helped promote the region's strength in the gaming sector at the inaugural Guildford Games Festival which took place in summer 2019.

[View case study](#) →

## Immersive storytelling piloted at The National Gallery

The EM3-supported StoryFutures Creative Cluster launched its virtual immersive experience technology at The National Gallery.



Developed and supported by a consortium, including EM3, and led by Royal Holloway, University of London, the incredible technology marks a new era in the storytelling experience. The National Gallery's, 'Virtual Veronese' is a first of its kind immersive prototype exhibition, created in partnership with Guildford based creative technology company, Focal Point VR.



Visitors were invited to experience Veronese's painting 'The Consecration of Saint Nicholas' as it would have been seen in 1562, when it was commissioned as an altarpiece, by using augmented and virtual reality headsets.

# Understanding the power of skills and talent

## CASE STUDIES

[Immersive tech delivers healthcare training](#) →

[Digital skills training for the future](#) →

“ The best thing about my job is engaging with students in the knowledge that we can have a positive impact on young people’s lives. It’s not just a talk at an assembly, a young person could go away with a firm idea of what they want to do in the future. I didn’t have any encounters with businesses at school and I would like to be able to make that difference. ”

**Adam Watts,**  
EM3 Enterprise Coordinator for Spelthorne, Surrey Heath and Woking

The Enterprise M3 LEP region boasts a wide, diverse pool of talent which attracts, retains and supports a variety of businesses, both SMEs and global corporations.

The EM3’s focus on employer-led skills combines support for current demands, such as training and upskilling of the existing workforce, with a forward-looking approach to nurturing the next generation and helping them to meet the needs of the future.

In the last year, the EM3 Careers and Enterprise Service has worked with a range of businesses to give school students an up-to-date insight into the world of work and the skills expectations across various sectors. We are extremely proud to have been recognised as one of the top performing LEPs nationally for this work.

The EM3 Enterprise Coordinators have engaged with 83 schools and colleges across our area and work with 45 Enterprise Advisors (business ambassadors) from employers across the region.

Our expert Skills Advisory Panel draws together high calibre and senior industry and education partners to work with the Department for Education and help set the LEP’s Skills Strategy and Action Plan.

EM3 has seen first-hand how our investment in skills-based projects has helped FE colleges respond and adapt to the impact of Covid-19.

Our £1.75m investment towards the ‘Pathway to the Virtual Campus’ project saw a consortium of six colleges work to enhance their digital skills capabilities, including the creation of three online learning platforms and five digital tech centres.

As COVID-19 forced the closure of colleges, thousands of students were able to move seamlessly to virtual lessons, ensuring they continued to have good access to their education.



East Hampshire MP and former Secretary of State for Education Damian Hinds met with Enterprise M3 to discuss local economic growth and the LEP’s work to build connections between schools and businesses.

As we looked to the future, we identified a need for, and invested in, the new Care Skills Centre at Guildford College, which uses immersive VR learning spaces to support up to 600 learners.

The COVID-19 pandemic has demonstrated how important qualified carers are in our society, and this centre will make a substantial contribution to ensuring there is a good supply of skilled carers and opportunities for quality training for anyone wanting to become a career.

[Immersive tech delivers healthcare training](#) →

[Digital skills training for the future](#) →

# EM3's drive towards clean growth and sustainable transport

## CASE STUDIES

Switching to low carbon →



“We understand the important role that bus connectivity plays within the wider community and people's livelihoods. A key driver for the extension of the Gold 1 route was to support the continued economic growth of the Blackwater Valley.”

Edward Hodgson, Managing Director, Stagecoach South

A 24-hour bus service was introduced to the Blackwater Valley – thanks to a £25m Enterprise M3 LEP investment in the area's transport infrastructure

Enterprise M3 LEP has invested almost half of its funds for transport programmes into sustainable transport.

Sustainable transport has always been an integral part of the EM3 LEP programme. This year we have accelerated our focus on sustainable and smart mobility, in line with priorities in our emerging [Local Industrial Strategy](#).

Projects approved this year include the development of a bespoke app for smart transport as part of an electric vehicle charging infrastructure trial across much of Surrey ([see case study](#)).

We have also invested in a scheme to enhance the experience of pedestrians, and encourage more of them, in Guildford. We have part funded improvements to a bridge, improving pedestrian links between the Guildford railway station and the town centre, as part of a major regeneration of public space. EM3 LEP is contributing £1.5m to the £3.4m cost of the bridge public realm works that are due to be completed by 31 March 2021.

The LEP's emphasis on looking for innovation in how we move people and goods around will continue as we develop safe and sustainable transport for economic recovery and renewal post COVID-19.

Transport infrastructure remains a core feature of our investment programme. A particular highlight in 2019 was the opening of the new A30 Meadow Gyratory. Here LEP investment of £4.3m is providing connectivity between the M3 and the A30 as well as a key access route into Camberley town centre.



Meadows Gyratory Camberley

This investment will have a considerable impact on people's lives; supporting 1,750 jobs, 781 new houses and 43,000m<sup>2</sup> of commercial floorspace.

The investment complements the wider programme of comprehensive improvements in the Blackwater Valley area, including a 24-hour bus service, where the LEP has already invested and committed more than £16m to transport infrastructure schemes.

Switching to low carbon →

# Enterprise Zones create hundreds of jobs, new business, homes and green space to transform places



It's fantastic to see Ark Data Centres coming to Longcross Park. This further emphasises our strengths in digital, knowledge and design that are the key features of our economic growth.



Kathy Slack OBE  
Enterprise M3 LEP Chief Executive



Doors open on 'new era' at Basing View Enterprise Zone

Village Hotel Basingstoke opened its doors in February on EEnterprise M3 LEP's Basing View Enterprise Zone following a £25m development programme. The EM3 supported the development by investing £1.65m local growth funding at the beginning of the scheme for enabling works which helped attract further investment of £20m for the 153-bedroom hotel build, plus related car parking and landscaping. The Village Hotels investment led to 130 construction jobs, a further 200 jobs in the construction supply chain and employed 110 people from the local area across a wide variety of roles including personal trainers, gym instructors, chefs and bar staff.

**The EM3 multi-site Enterprise Zone has been growing over the past year with a new hotel, new commercial space and further developments in the pipeline.**

Surrey's Longcross Park and Hampshire's Whitehill & Bordon and Basing View are the three locations which comprise a multi-site enterprise zone supported and promoted by EM3.

In total, over the year the Enterprise Zone has seen 260 jobs created, nine new businesses and £24.5m investment, of which £22m was from the private sector.

The LEP also supported 7,711m<sup>2</sup> of new commercial space and the purchase of three buildings (totalling 10,942m<sup>2</sup>) for refurbishment into upgraded office space across our Enterprise Zone.

In addition, our BASE Innovation Centre in Whitehill & Bordon, which was recently renovated to provide co-working and private office space for high growth companies is now fully occupied.



World-class data centre moving to EM3's Enterprise Zone

Ark Data Centres are to deliver and manage a world class data centre at Surrey's Longcross Park. The data centres campus at Longcross Park is the first commercial development agreed for the site. The development has 200 homes completed or under construction, and will ultimately total around 1,700 homes, community facilities including a new school, and an 85-acre country park. The £6.6m glass fronted Discovery Building which is already underway and set to complete in autumn 2020, will offer a mix of uses including a delicatessen, bakery and coffee shop as well as two floors of flexible office accommodation.



TRANSPORT



CONTENTS

GROWTH HUB



# Growth Hub rises to twin priorities of Brexit and COVID-19

## QUICKLINKS

EU Exit Support →

## CASE STUDIES

From £750 to £230k in four weeks →

Health app aids ageing society →

Bitcoin payments transform games industry →

**99%**  
of businesses helped would recommend the Growth Hub

The Enterprise M3 Growth Hub has had another excellent year supporting more scale-up SMEs, leveraging commercial investment, helping job creation, making referrals to partners, and supporting businesses through both the EU Exit and COVID-19.

Preparation for the opportunities and challenges of leaving the EU, and then dealing with the impact of COVID-19, were major priorities for businesses in 2019 and early 2020. The EM3 Growth Hub has been the major delivery arm of the LEP as we worked with partner LEPs and Growth Hubs to support businesses across the South through these periods of uncertainty and change. [\(see link\)](#)

In the Growth Hub's other areas of work, the figures speak for themselves. The EM3 area has some of the highest number of scale up companies in the country. This year the Growth Hub supported 237 high value scale-ups and helped attract more than £4m in commercial investment for EM3 businesses. Businesses who received Growth Hub services created or saved 211 jobs and 12,300 businesses accessed support from the Growth Hub's online portal. Digi-Tech and Professional Services were the two business sectors with the highest demand for our services. 99% of businesses who were helped by our Growth Champions said they would recommend the service.

In July 2019, the Growth Hub online community was launched to provide more opportunity for scale up businesses and partners to share material, event details and a live discussion forum to enhance collaboration and joint project development.

In other sector work, the Growth Hub has worked closely with the online game development sector in Guildford providing an

associate growth champion weekly to support the 40+ creative tech businesses at the co-working space, Rocketdesk, at the University of Surrey Research park.

There has been continued progress in cluster development in the geospatial and space/satellite sectors. Networks are being developed and businesses in this sector are increasingly accessing Growth Hub services. The aerospace and defence cluster continues to develop and there have been an additional three aerospace companies seeking support from the Growth Hub recently.

The Growth Hub has continued to meet with the Chambers, FSB and the Manufacturing Growth Service. There has been a noticeable increase in referrals into the Growth Hub from these partners.

## OVERVIEW OF BUSINESS SUPPORT BY GROWTH HUB

**237**

High value scale up enterprises Receiving Support from the Growth Hub from start of contract

**12,330**

Visitors receiving Information from the Growth Hub portal from start of contract

**211**

Jobs created or safeguarded in businesses accessing Growth Hub

## ECONOMIC IMPACT

**£4.05m**

Investment leveraged with Growth Hub support (aggregated)

**99%**

Businesses would recommend service after meeting with our Growth Champions

# INVESTING FOR ECONOMIC RECOVERY

## QUICKLINKS

- Digital Skills Training for the Future → Switching to Low Carbon →
- Innovating for Sustainable Towns → Regenerating Andover →
- Driving Innovation in Medtech → Transforming Places: Guildford →
- Tech Delivers Healthcare Training → Promoting our Space Sector →
- Sustainable Street Lighting →

# Ground-breaking 'virtual campus' transforms learning during lockdown



At BCoT the Enterprise M3 LEP has been an integral support to us with strategic advice, collaborative guidance, as well as the tech itself (laptops, webcams etc). The EM3 has helped us plant the seeds for the LIVE online teaching and learning across all of our lessons we are currently delivering to all students.



Basingstoke College of Technology



A forward-thinking Enterprise M3 LEP project designed to transform work-focused training has proved vital during lockdown, enabling the region's colleges and universities to switch to virtual learning overnight.

The Innovation South Virtual Campus (ISVC) was set up to develop an online platform to deliver blended vocational online learning such as cyber security and digital skills to employees. It received £1m in funding from EM3 which worked in collaboration with Sparsholt and Basingstoke FE (Further Education) colleges and Royal Holloway, University of London, alongside colleagues from East Surrey College and the University of Chichester.

The ISVC will fully launch in the autumn of 2020. However, an earlier £1.75m investment by EM3 in the infrastructure for the 'virtual campus' project paid dividends for the partners in March, enabling an overnight 'switch' to virtual learning for students as soon as COVID-19 lockdown was imposed.

Farnborough College of Technology had a seamless transition from college to live home delivery using Zoom and Teams from March 23rd, and Sparsholt College operated its full timetable online from March 24th, delivering every lesson and student wellbeing session using Microsoft Teams, or, in the case of animal husbandry, watching live events, such as lambing, remotely.

Once fully up and running this autumn, the 'virtual campus' will offer a range of short courses, giving learners the opportunity to learn a new skill and become an expert in a specific field without the need to take a whole qualification at every level.

Learners and employers can cherry pick relevant courses at varying levels and from a range of providers to gain fast, relevant and convenient training through a combination of online and face-to-face delivery.

## PROJECT PARTNERS INCLUDE





# Cutting edge technology to transform towns into 'cleaner, healthier, happier, places'.



The Future Towns Innovation Hub will offer world-leading engineering research excellence to business partners and town leaders to offer opportunities and practical solutions to real problems, including some of our greatest environmental challenges.



**Sue Littlemore**  
Enterprise M3 LEP's Future Initiatives Manager

A new Future Towns Innovation Hub (FTIH) is to be built at the University of Southampton Science Park to enable leading academics to collaborate with businesses and the region's towns to develop engineering and technological solutions to creating cleaner, healthier, happier places to live and work.

Enterprise M3 LEP have agreed to fund almost £3m from the a new Enterprise M3 LEP have agreed to fund almost £3m from the government's Local Growth Fund to support the £10m project which aims to transform the towns and places of the EM3 region into modern, smart towns by developing engineering solutions to solve the challenges of energy efficient housing, water conservation, sustainable transport, carbon neutral waste management and recycling, and improving health outcomes.

The FTIH intends to bring together cutting-edge technology, engineering solutions and commercial know-how to address a range of issues, including

- developing low carbon heating; renewable energy, energy efficient buildings and tackling inefficient recycling and waste management to support the move towards a carbon neutral economy
- developing automated and connected vehicles and electric vehicles to improve mobility, reduce air pollution and address the challenge of increasing obesity and inactivity in the young



Future Towns Innovation Hub Front Elevation

- making transport more sustainable by improving public transport, reducing congestion and commuting times and improving connectivity and mobility for vulnerable and isolated people
- providing a pipeline of skills for the aerospace and defence industries
- create digital health solutions by using data to improve GP information systems

PROJECT PARTNERS INCLUDE



VIRTUAL CAMPUS



CONTENTS

HEALTH TECH ACCELERATOR



# Health Tech Accelerator drives quality health and social care through tech innovation



Businesses with innovative ideas on how technology can improve health outcomes for a range of physical and mental health conditions from cancer to depression are to be supported by a new Health Tech Accelerator funded by the Enterprise M3 LEP.

EM3 are funding £1.7m from the government’s Local Growth Fund to kick-start work on the Health Tech Accelerator which will accelerate economic growth by supporting high value, home-grown innovative health technology companies.

Based at the University of Surrey and led by Surrey and Borders Partnership Foundation NHS Trust, the £3.8m project will offer health tech companies an exceptional combination of facilities including an engineering test bed to develop product prototypes, as well as access to a “Digital Ward – living laboratory” where clinicians, patients, carers and other users of developing health tech devices will be involved in the design of the end product.

The Health Tech Accelerator aims to support local health technology companies develop products, services and processes which are designed to meet patient need and which can be fast tracked into the NHS as well as private health and social care markets. The aim is for health tech devices and systems which address local physical health needs such as cancer, heart disease, diabetes and musculoskeletal issues as well as mental health priorities such as depression, anxiety, psychosis and personality disorders.

*“The Health Tech Accelerator is an excellent example of putting our Local Industrial Strategy into action. It’s about the area’s strengths and opportunities in business-led innovation, digital technologies, and addressing the health needs of an ageing society. Most importantly it’s about improving the health and well-being of our population. We are absolutely delighted to be able to support this valuable project.”*

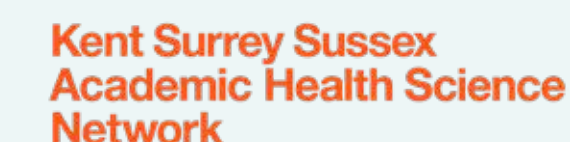
Sue Littlemore

Future Initiatives Manager at Enterprise M3 LEP

THIS PROJECT HAS BEEN DELIVERED BY



IN PARTNERSHIP WITH



# EM3 supports virtual reality technology to train students in essential health & social care



Students will benefit from using immersive technology to learn how to handle real-life health emergencies, thanks to an investment by Enterprise M3 LEP.

EM3 originally identified the need to support the training of additional health and social care workers to fill employment and skills gaps pre-COVID-19. The impact of the pandemic has heightened this importance of this existing priority, and development of this Centre will feature prominently in our employer-led Skills Recovery and Renewal Action Plan .

The LEP has put nearly £0.5m towards the new Care Skills Centre at Guildford College, which will feature a six-bed hospital ward, fully-equipped home care rooms, emergency care centres, and fully immersive, 3D, VR learning spaces.

The high-tech facilities at the New Care Skills Centre ensure students can immerse in virtual reality emergency simulations such as road traffic accidents. Projection equipment can simulate a variety of environments, through 360 degrees, enabling students to feel a real part of the action from being in an operating theatre to understanding the anatomy of the human body.

Simulation mannequins allow students to learn care skills in a safe but realistic way. As a mock A&E department, the care suite gives students the opportunity to practice basic and advanced observational skills, first aid, emergency care, drug administration and wound dressing.

Each of the six beds in the simulated hospital ward is monitored via plasma screens and has allocated IT diagnostic equipment allowing more advanced students the opportunity to practice their skills independently.



The project is unique in the EM3 Further Education sector, and will benefit nearly 600 health and social care students.

The Care Centre is endorsed by the Royal Surrey NHS Trust and allows the College to introduce new qualifications, a new Degree Apprenticeship course and the development of Apprenticeship levels 2 and 3 in Health and Social Care.



# Lighting the way to carbon reduction – street by street

Street lighting across Surrey will have its carbon footprint reduced by up to 60% thanks to the installation of energy-efficient LED lighting.

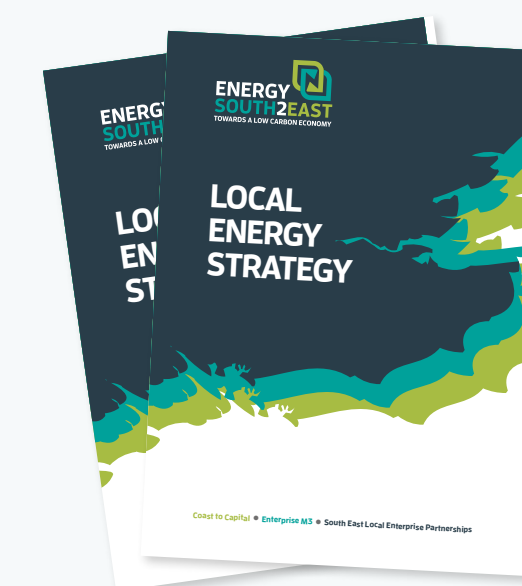
Enterprise M3 LEP has provided a £2.6m Local Growth Fund loan to Surrey County Council to support 60,000 LED streetlamp upgrades.

LED (Light Emitting Diode) is an electrical light source that only allows an electrical current to flow in one direction and is more energy efficient. LED light is directed where it is needed - on pavements and roads, reducing the light pollution in homes and gardens.

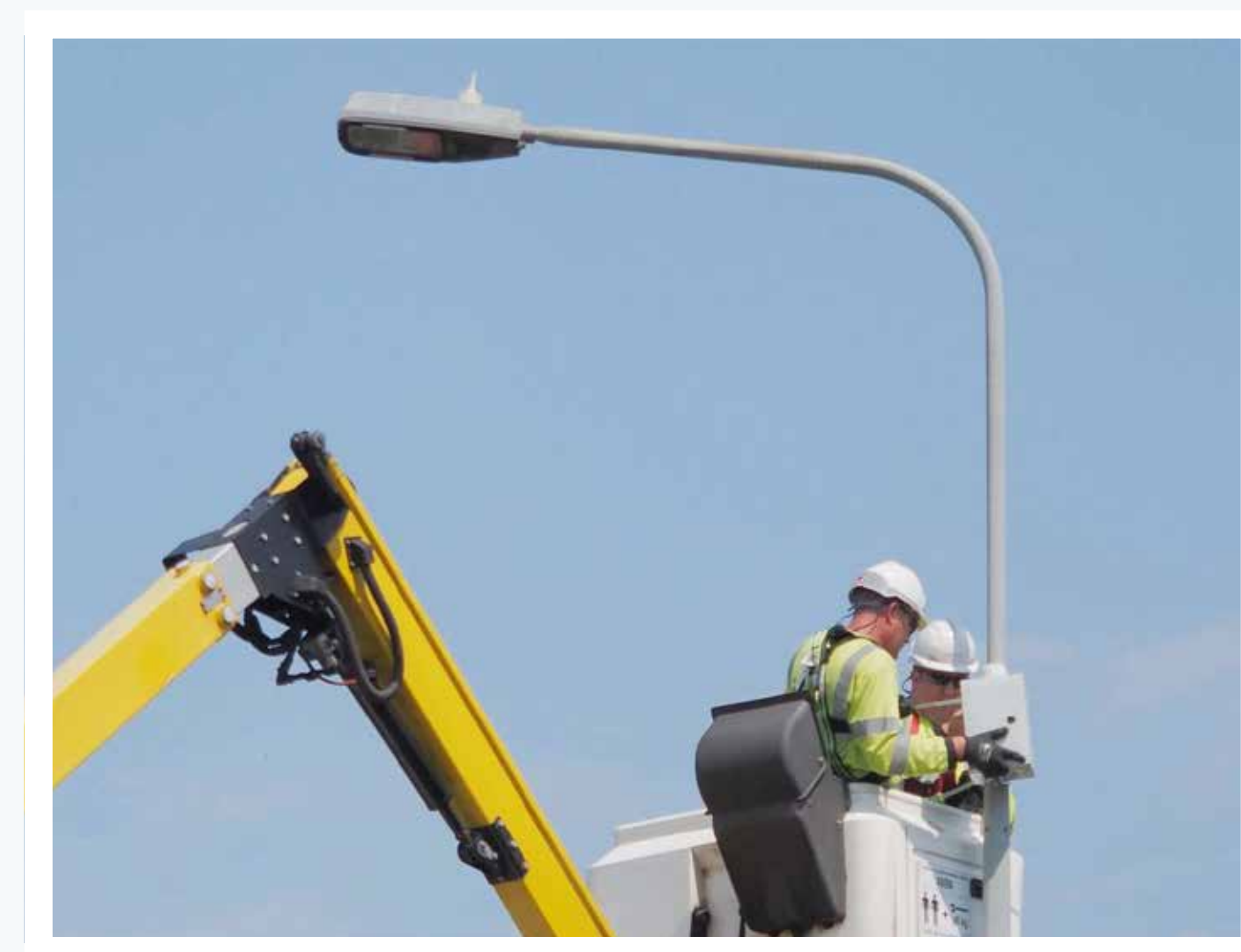


The life span of the selected LED is around six times the life span of traditional streetlights, which means the conversion will reduce energy consumption by 60% and deliver a corresponding carbon reduction. Surrey County Council has estimated the switchover to LED could deliver as much as £2m per year energy savings at today's prices.

The project is in line with EM3's South2East Local Energy Strategy, launched last March in collaboration with our neighboring LEPs, Coast to Capital, and South East LEP and which will help meet statutory climate change targets for 2032 and 2050.



The strategy, which was developed with Siemens, looks to innovation and collaboration as tactics for bringing forward new energy sources to cut carbon while accelerating clean growth in the economies of the South East. You can read our Strategy [here](#).



“ I think it’s absolutely brilliant that we are committed to reducing the impact of pollution on the environment. ”

Cllr Alison Griffiths  
Surrey County Council

# Fast charging for electric vehicles powers EM3's switch to clean growth



Enterprise M3 LEP has awarded Surrey County Council almost £0.5m to install 80 rapid on-street charging points for electric vehicles as part of the region's drive towards clean growth.

The 12-month pilot project in the boroughs of Woking, Spelthorne, Guildford and Waverley aims to help authorities better understand the infrastructure which will be needed for the region to make the full switch to electric vehicles by 2035, improving air quality and reducing emissions.

The project is part of a pilot to help understand the infrastructure required to encourage ownership of electric vehicles within Surrey and help people switch from petrol and diesel vehicles.

Particular attention will be paid to areas where there is concern over air quality, or where there is a lack of off-street parking, with the aim of identifying where the charging points need to be to best serve residents.

As part of the project, a mobile phone application is being trialled to encourage people out of their cars and to use healthier, more sustainable travel options.

The app will bring together different modes of transport including, buses, trains, taxis, electric vehicles and walking routes, to show people the best way to travel. The app will also allow users to make payments for travel, across all forms, making it easier and simpler to make multi-mode journeys.

*"This investment is in line with our low carbon and clean growth aspirations and supports the economy in terms of promoting smart mobility, which is one of our top priorities. In particular it will facilitate the growth of the electric vehicles in the towns, making them more attractive places to live and work. It also creates the conditions for electric vehicle technology to be successful in Surrey and elsewhere in the EM3 area."*

**Kevin Travers**

Head of Transport at EM3

The amount of Local Growth Funding for the project is £470,911 out of a total project budget of £656,000. The partner boroughs of Woking, Spelthorne, Guildford and Waverley have provided a combined match funding of £170,000 along with an additional £15,000 private sector funding.



This scheme is vitally important in helping us get the correct infrastructure in place for people to be able to replace their polluting petrol and diesel cars with more environmentally-friendly electric cars. Focusing on built-up areas will ensure the air quality is improved in towns that need it the most, benefitting the residents who live and work there and delivering on our commitment to improving air quality.



**Councillor Matt Furniss**

Member for Highways at Surrey County Council

# EM3 helps kick start Andover town regeneration

I would like to say a massive thank you to the EM3 LEP for recognising the importance and potential of this project and for pledging their investment in what I hope will be the first stage of the fundamental regeneration of the town centre. The creation of the new riverside park will be a vital step in achieving our wider ambitions for the area.

**Councillor Phil North,**  
Leader of Test Valley Borough Council



Enterprise M3 LEP awarded more than half a million pounds towards the £1.2m Town Mills Riverside project, which will include a brand-new park by the River Anton in Andover town centre.

The Town Mill Riverside project will transform the area around the Town Mills pub into a picturesque public park, with a new shared cycle and footpath from Western Avenue and a beautiful riverside boardwalk.

The work comes after more than 4,000 residents in Andover took part in the Andover Vision Initiative, and said they wanted better access to parts of the River Anton in the heart of the town centre.

Creating an attractive area where people can play, picnic and enjoy a green, open space in the centre of town will give the area a new lease of life and attract more visitors, increasing footfall for the local economy.

The scheme has been designed to reduce congestion and improve air quality by creating a pedestrian corridor which will run from Andover railway station to the town centre, through Town Mill park and beside the River Anton to the cinema, encouraging safe and sustainable travel around town.

The project is the first step in an overall package of works which will deliver the Masterplan for the town centre. The regeneration plan will see increased economic activity with the creation of new jobs through growth in employment floorspace while strengthening and growing Andover's evening and night-time economy.



Delivered in partnership with Hampshire County Council and Test Valley Borough Council and funded by EM3 and developer contributions, the project is a great example of the collaboration between local authorities, business and residents which is championed by EM3.

# Weyside Urban Village to provide sustainable housing



The Weyside Urban Village will appeal to all, putting climate change, the environment and our borough's needs first while supporting high quality sustainable design and drainage. The development will encourage residents to walk or cycle to the town centre.



**Cllr Caroline Reeves,**  
Guildford Borough Council



A historic brownfield site outside Guildford is set to become a riverside urban community, thanks to significant investment by EM3, Surrey County Council, the Housing Infrastructure Fund and Thames Water.

Weyside Urban Village (formerly Slyfield Area Regeneration Project) is a major 41-hectare brownfield regeneration scheme that will deliver 1,500 energy efficient homes, 40% of which will be affordable, as well as 2,000 square metres of community space and 6,500 square metres of employment space.

It will be connected to the town centre and station through a series of planned cycle routes and footpaths.

As part of the Weyside Urban Village project, residents will also benefit from a newly-relocated modernised sewage treatment works provided by key partner Thames Water.



# SUPPORTING BUSINESS INNOVATION TO DRIVE GROWTH

## QUICKLINKS

- Turnaround in just 28 days →
- Tackling construction waste →
- Bitcoin boost for games sector →
- Health app aids ageing society →
- Clutch space expansion →
- Drones aid 999 services →
- Advancing manufacturing growth →
- Optimising banking software →
- Backing games sector →
- Boosting space sector →



# Barter4Things went from living room to offices in four weeks – while tackling water waste

Alex Barter knew he had a great business idea in Barter 4 Things - a regional Internet of Things (IoT) network which could monitor leakage in water networks and road freezing – but with just £750 in the bank he was at a crossroads.

Alex reached out to Roya Croudace, Director of the Enterprise M3 Growth Hub, who recognised the high growth potential of the business, and introduced Alex to several of the Growth Hub's key partners.

She also offered Alex the Growth Service, a bespoke fully funded service offered to help businesses in key sectors to accelerate their growth with coaching and mentoring from experts.

Alex began consultation with Growth Champion, Ian Martin, on the company's needs as it sought to create a Low Power Wide Area Network focused systems integrator that could help foster innovation across the area.

Together they looked at the business plan and strategy, and helped to hone Barter4Things' growth strategy, with Ian offering mentoring support to Alex.

Alex was introduced to the FSE Group, a close partner of the Growth Hub, which was able to offer Barter4Things £150k funding to support the business' research and development and expansion.

In just four weeks from starting the Growth Service, Barter4Things had received £230k - £150k in innovation funding and £80k from successful bids. A stunning transformation from a living room-based business with £750, to a new decked-out office space and £230k.

This success has further propelled the business, with investment in new services bringing new contracts, and the business is now working with Portsmouth Water, Southampton City Council and Vivid, amongst others.

This year they have a target of £660k turnover, with 2019-20 set at £1.2m.

Barter4Things created cutting-edge safety sensors for a Hampshire sheltered housing scheme. Fernhill, near Eastleigh, run by Vivid, now has internet-enabled water sensors which monitors in-home water quality for Legionella without the need for manned testing.

The sensors also provide a valuable "scald alert" service to give Vivid direct warning of boiler issues.

For more information about the EM3 Funding Escalator, including its Growth Fund and Expansion Loan Scheme go [here](#).



Barter4Things at Fernhill sheltered housing scheme

# Builders Bay sustainable retail model receives boost from EM3



A company helping the environment by tackling the problem of construction industry waste is the latest to receive a loan from the Enterprise M3 Funding Escalator, the LEP fund which provides finance to help businesses grow.

Builders Bay, based in Cobham, is an online marketplace devoted to all things building related, from white goods to bathroom suites and excess building supplies.

Using a model similar to Amazon and eBay, the platform provides a space for the sale of both new and used items to consumers and tradespeople.

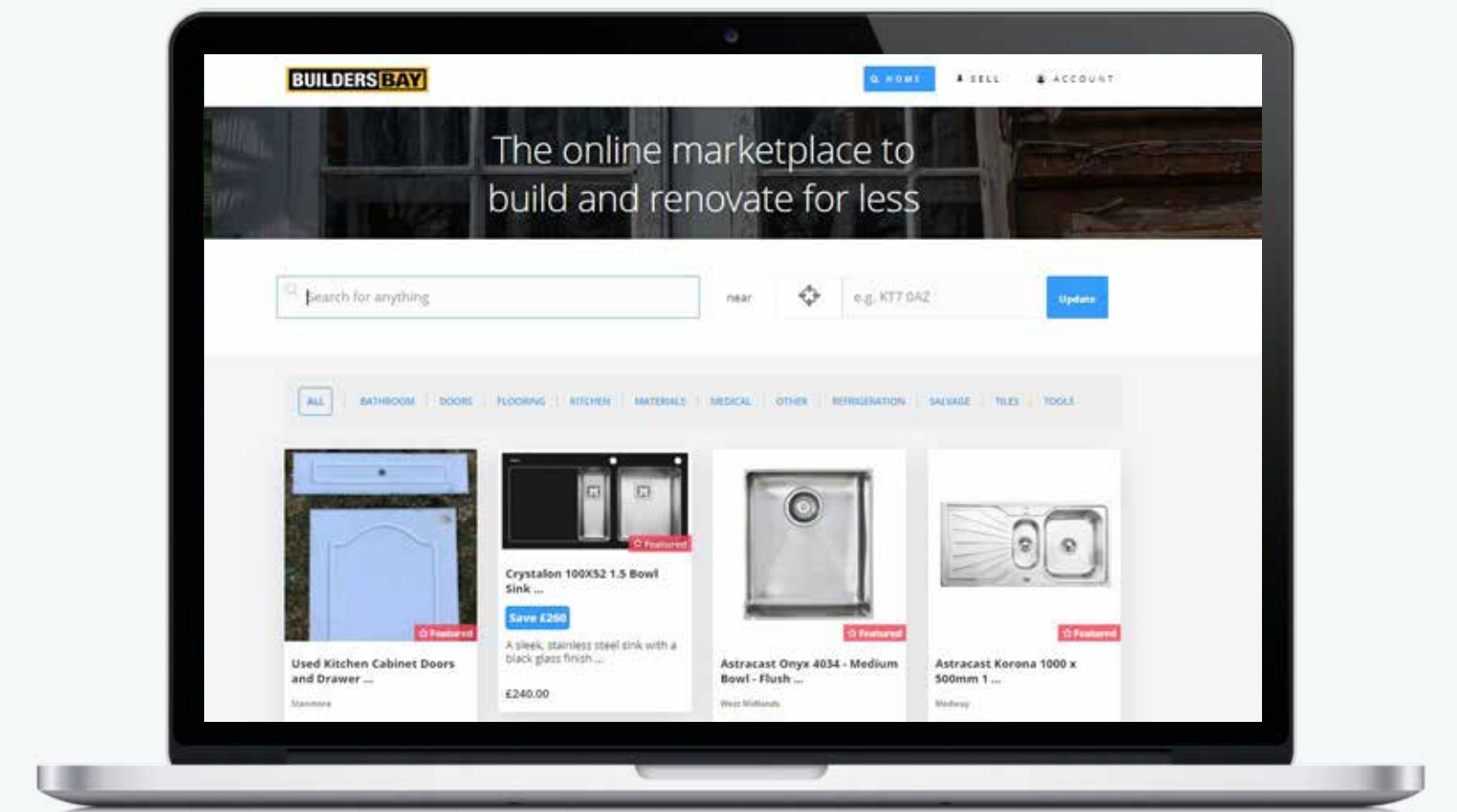
As well as generating listings from independent sellers, Builders Bay ensures a buoyant marketplace by taking on a large amount of end-of-line stock from well-known suppliers such as Magnet and Porcelanosa – much of which would have previously ended up in landfill. This model brings big brand items to their customers at steep discounts while helping people to reduce damage to the environment.

Builders Bay has secured a £100k EM3 Growth Fund Loan to create new jobs, including an operations and listings manager and a customer service manager, as well as for marketing activity and further technical development.

For more information about the EM3 Funding Escalator, including its Growth Fund and Expansion Loan Scheme go [here](#).

*“Taking the company from an idea in 2016 to a fully functioning business with growth prospects has been both challenging and rewarding. Our turnover is set to more than quadruple this year to almost £200k and we are looking to increase this to over £2m during the next three years. This loan will allow us to take hold of the opportunities open to us and help achieve our goals.”*

Builders Bay CEO Mike Chapman



Sustainability runs through the core of our developing Local Industrial Strategy, from clean growth to innovation. We are delighted to support Builders Bay whose growth aims are aligned with our own and which is providing skilled and managerial jobs to the local economy.



Kathy Slack OBE  
Enterprise M3 LEP Chief Executive



BARTER4THINGS



CONTENTS

COINMODE



# Growth Hub backs Coinmode's innovative business plan to allow game developers to use bitcoin for payments



Guildford-based CoinMode was supported by the Enterprise M3 Growth Hub to raise the £0.5m they needed through crowdfunding to launch their bitcoin-based payment system for the games industry.

Coinmode was created in 2016 and worked with many respected game studios to test the functionality of its product which games developers to make player-to-player, player-to-game, and game-to-player payments.

Created for the \$137bn computer gaming industry, which is growing 13% year on year, Coinmode needed a launch fund, and approached the Growth Hub to provide support with raising investment. The Growth Hub revised their pitch documentation and CoinMode went on to raise £547,460.

On top of this achievement the Growth Hub also supported CoinMode in the following ways:

- Facilitated personal introductory meetings between the CTO of CoinMode and a company, who can help integrate their payment systems. This partnership is estimated to cut down on development time by about 6-12 months and save the company tens of thousands in the development stage.
- The Growth Hub and CoinMode have also co-written a white paper on the benefits of cryptocurrency integration into games.
- Revised their Financial model.
- Signposted to other contacts in the gaming sector as potential customers.



Regarding Enterprise M3 Growth Hub Growth Hub, we have had some very helpful feedback for our pitch documentation from Vincenzo. Having someone who knows this area really well has been incredibly helpful and really appreciate his and Sarah's help. As we come to the next phase of the company we look forward to following up with the various recommended contacts Vincenzo has suggested there could be some mutually beneficial business to be done.



CTO  
Coinmode



BUILDERS BAY

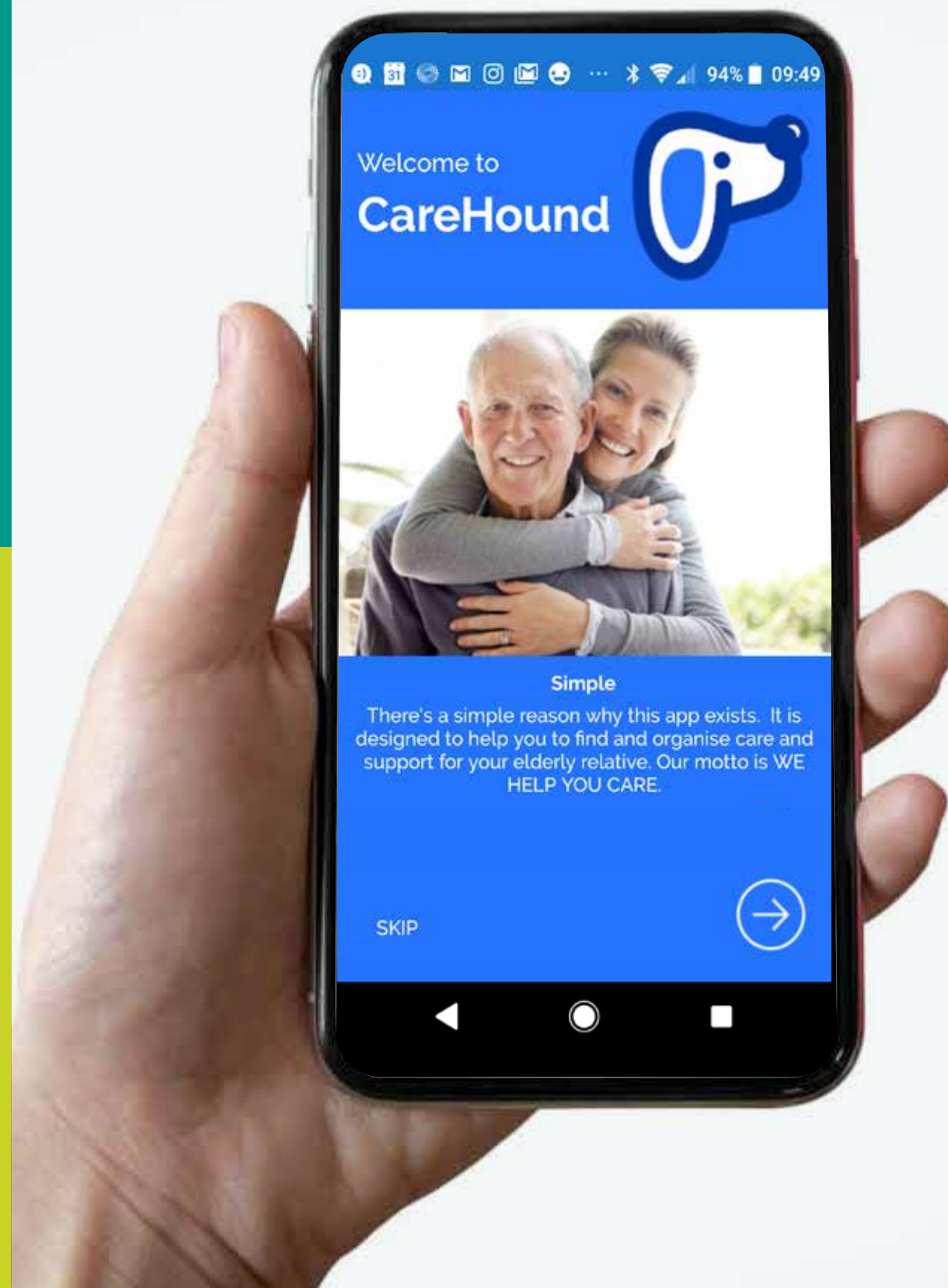


CONTENTS

CONSENTRICARE



# EM3 Growth Hub supports innovative health app to help ageing society



Consentricare Ltd in Frimley received bespoke support from the Enterprise M3 Growth Hub to launch an innovative healthcare app.

Forming the Frimley-based company in 2017, founders Bill and Jon had experienced their own issues with elder care for older relatives and decided to do something to help those trying to understand and organise care for their elderly loved ones.

Together with CTO Danny, the two founders created their first mobile app, CareHound.

The Growth Hub immediately recognised Consentricare as a strong growth potential. Consentricare was given bespoke support from Growth Champion Mike O'Dwyer, who is experienced in creating and building both healthcare and technology-based businesses. Working with the directors, Growth Champion Mike analysed their business plans, their key sales targets and demographics, and suggested ways to streamline their path to achieving their objectives.

Consentricare initially created an app to simplify understanding of the adult care world to help those care users and their carers, to be easily connected to resources and information for whatever their need.

Their app, CareHound, is now live on the Apple and Android app stores. The free app connects to national and local, public and private services, to services from dog walkers and builders to financial advisers, chemists, local authorities, GP surgeries and more. In addition to the app itself, they have also released on Amazon the CareHound Companion book, which mirrors the content on the app but is aimed at the cared for rather than the carer and involves them directly in the process of organising their own support and care.



Michael O'Dwyer of Enterprise M3 provided us with a mixture of sounding board and devil's advocate, helping to keep us grounded and focused upon what really matters.



Bill Palmer  
Consentricare

# Space sector business secures £300k EM3 expansion loan



Space technology is a sector which continues to show an exciting level of growth within the EM3 region, so I am particularly pleased to see Clutch Space Systems benefiting from an expansion loan. It's wonderful to see the EM3 Funding Escalator continuing to help businesses grow, even in times of economic uncertainty.



**Kathy Slack OBE**  
Enterprise M3 LEP Chief Executive

## EM3 Funding Escalator

CSS experts, who have over 130 years' experience between them, have developed a unique software solution for these satellite ground stations that can expand existing inflexible and costly hardware systems currently in use with a lower cost, easily deployed solution.



A business offering innovative solutions for the satellite technology and space communications sector is the latest company to benefit from an Enterprise M3 LEP Expansion Loan

Guildford-based business Clutch Space Systems (CSS) has received £300k to help support its growth plans, enabling the immediate expansion of its technology, sales & marketing capabilities.

Satellite technology is used across many commercial, government and military applications from TV, radio and internet provision, to navigation systems and weather forecasting.

The space sector is growing fast, with experts valuing the market at anything between £4bn and £1tn by 2040.

Ground stations, which process the data received by antenna systems from satellites, typically use bespoke legacy hardware systems to process the signals into a format that can be sent on to the end user.



*"A bottleneck is occurring due to the limits of a signal processing infrastructure that is unable to deliver in line with demand. Our software offers high functioning, reliable and flexible solutions. We are delighted to have secured this funding, which will allow us to really take hold of the global opportunity available to us."*

**Martin Philp,**  
CSS co-founder and CEO

For more information about the EM3 Funding Escalator, including its Growth Fund and Expansion Loan Scheme go [here](#)



# EM3 backs innovative drone technology to support emergency services



The funding will help us invest into R&D and hardware, as well as new hires and larger premises to scale in response to market demand.



Michael Dewhirst  
CEO and founder of Evolve Dynamics

## EM3 Funding Escalator



Evolve Dynamics, which produces drones for the emergency services, law enforcement and defence sectors, has secured its first significant round of institutional funding including an Enterprise M3 Growth Fund Loan.

The Growth Fund loan will be used alongside funding from the Cass Entrepreneurship Fund and an angel investor to continue to develop its current Sky Mantis drone as well as new products.

CEO Michael Dewhirst founded the Surrey-based company in 2016, to address the growing need for drone solutions among emergency services and rapid response forces. Prior to the Sky Mantis, budget constraints meant that forces tended to purchase consumer drones which were not up to the standards required for their particular use; inspections, rescue operations, and searches. Evolve Dynamics carried out extensive research and development

(R&D) with local police forces to ensure the Sky Mantis was useful and accessible, with longer flight times, higher wind resistance than competitors, dual camera payload and extreme weather capability – and all within the police budget.

Beyond its domestic market, Evolve Dynamics is well placed to scale geographically and capitalise on the significant growth of the global drone market across the commercial, military and civil government sectors.



Alongside a concentration on servicing its core market, the company intends to continue R&D and product development in order to ensure that its drone solutions offer versatility across specific uses and sectors.

In response to strong and rapidly increasing market demand, with inbound orders accelerating, the loan will strengthen the company's operations and engineering functions to successfully scale the company and enter new markets where its products offer a strong value proposition, such as the energy sector.

For more information about the EM3 Funding Escalator, including its Growth Fund and Expansion Loan Scheme go [here](#).

# Advanced Manufacturing is alive and growing in EM3 region



Enterprise M3 has supported nearly 30 advanced engineering companies develop their manufacturing base during the first year of its Manufacturing Growth Programme.

The £1.2m three-year programme helps small and medium sized businesses (SMEs) achieve growth by providing a mix of business support and grants.

An expert Manufacturing Growth Manager works with each SME to establish practical steps to expand and assesses their investment needs. The SME can apply for a Manufacturing Growth Grant of up to two thirds of the required investment.

In its first year, EM3's Manufacturing Growth Programme has funded almost £36.5k in grants to support advanced engineering SMEs develop their business strategy, create new products, innovate and increase their productivity. The programme has generated 11 jobs and provided 28 strategic business reviews as well as unlocked just short of £71k in private sector investment.

The largest sectors to benefit from this service in the EM3 area are automotive/transport, engineering, electrical equipment, food and drink, games and toys and rubber and plastic products.

The project led by Economic Growth Solutions is supported by a £600k European Regional Development Fund (ERDF) for the EM3 area.

Manufacturing businesses interested in finding out more about grant funding can learn more here: [www.manufacturinggrowthprogramme.co.uk](http://www.manufacturinggrowthprogramme.co.uk)

## MANUFACTURING GROWTH PROGRAMME



28

Strategic Business Reviews Carried Out



£70,826

Private Sector Investment



£36,826

Grant Amount Defrayed To Date



11

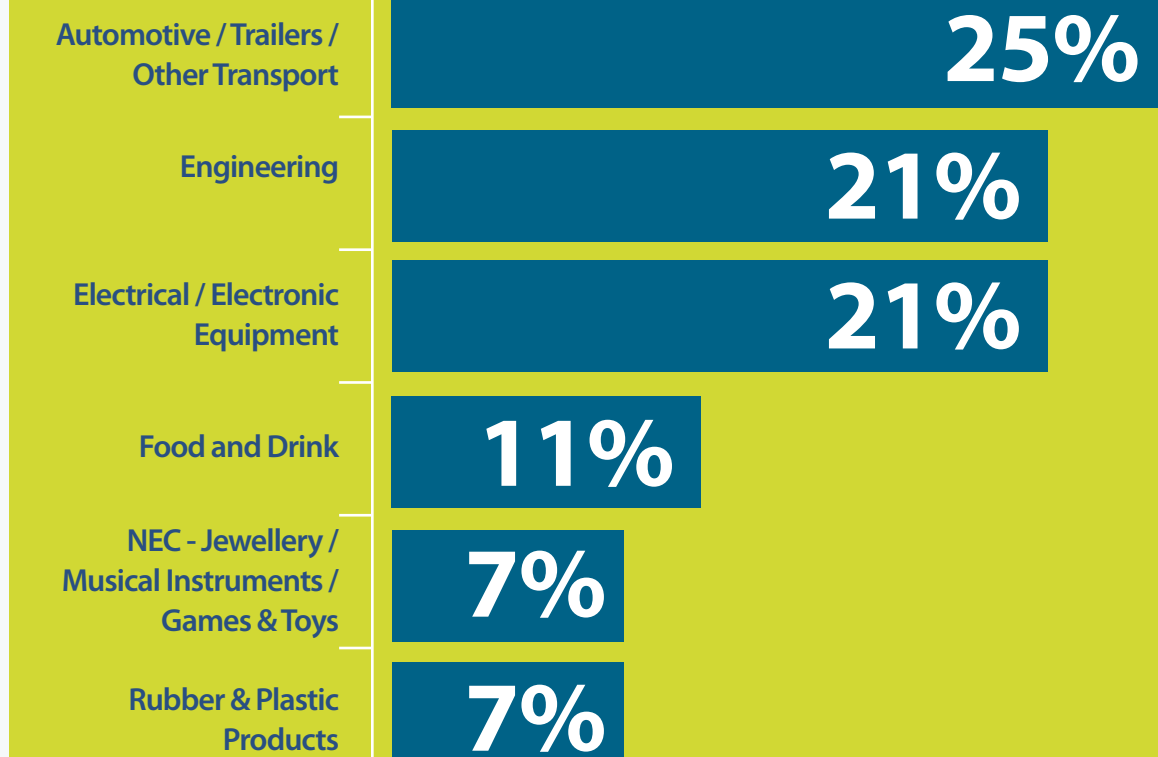
Jobs Created



£52,600

Average GVA Per Employee

## SME SECTORS



# Innovative banking software company optimised for growth with EM3 expansion loan



A company that specialises in ATM optimisation for the retail and banking sector has secured £200k from the Enterprise M3 Expansion Loan Scheme to fund the next stage of its business growth.

An ATM (Automatic Teller Machine) is the technology which allows people to access their bank account from a standalone machine by using their bank card.

Retail and Financial Services Limited, based in Basingstoke, have developed innovative software enabling ATMs operated and maintained by a non-bank organisation to run at reduced operating costs and on enhanced systems.

## EM3 Funding Escalator

The solutions offered can be as much as 70% cheaper than traditional ATM models and cover both long-standing and new functions such as issuing cash in different currencies.

The company's analytical tools are also able to predict machine failures, allowing their clients to replace a part before the machine is taken offline.

*"The payments marketplace is changing at a rapid speed and we see a revolution coming with cardless transactions. Our products help our clients to be part of this payments revolution by bringing them up to speed with the technology changes and ensuring they remain leading edge. This funding will allow the company to further improve our infrastructure and will also enable us to focus on expanding our ever-growing team."*

Andrew Martin,  
CEO at Retail and Financial Services Limited

For more information about the EM3 Funding Escalator, including its Growth Fund and Expansion Loan Scheme go [here](#).





# Guildford – the UK’s ‘Hollywood of Games’ - outshines London with its inaugural games festival

The first ever Guildford Games Festival, supported by Enterprise M3 LEP, shone a light on the UK’s ‘Hollywood of Games’, allowing the public, media, and businesses to learn about the dynamic nature and importance of games companies in the local economy.

Working alongside a host of top industry names, including Supermassive games, Wargaming UK, Liquid Crimson, nDreams, Rocket Lolly Games and EA, EM3 provided £5k of funding for the ‘Industry Day’, which was also supported by University of Surrey. Expert speakers from the LEP, including EM3’s Assistant Director of Delivery, Rob Dunford and Growth Hub Director, Roya Croudace also gave presentations on the day.

The festival included consumer engagement activities, workshops, an expo, business networking, an awards evening, a charity fundraiser event, and lots of interactive events.

It attracted more than 1,000 visitors over its inaugural weekend, hosted more than 40 industry-led panels and career workshops and promoted more than 50 locally made games from 1987 to modern day. A total of 425 games industry delegates took part in the conference, rivalling the 410 participants who took part in the London Games Festival that year. A further 450 people attended the consumer day to learn about their local games industry and how to work towards a career within it. When surveyed afterwards, 95% of respondents rated the event ‘very positively’.

## THE GUILDFORD GAMES FESTIVAL 2019 PARTNERS



[Guildford Games Festival 2019 Video](#)

# Enterprise M3 LEP worked alongside a host of the region's top companies to attend 2019 UK Space Conference and explored new global investment opportunities for the region's space sector



Historically there has been a strong space sector in the EM3 region, and we are very aware of the talent of people based locally. This makes it easy for us to find good people to join our company. There are also great technical schools and colleges where we can attract talent from.



**Doug Liddle**  
CEO In-Space Missions Limited



Source: www.ukspace.org

A delegation from Enterprise M3 LEP was present at the UK Space Conference 2019, with representatives from Surrey Satellite Technology Ltd, BAE Systems, Airbus, In-Space Missions, Earth-i, SatixFy and Farnborough International, as well as many others.

The three-day conference was organised by UK Space Agency and attracted more than 1,500 industry delegates from all over the world.

With an international audience, UK Space Conference revealed itself to be a great opportunity to engage globally. The LEP was able to network with representatives from both the EM3 area as well as beyond.

New trade & investment opportunities were also discussed with Department for International Trade representatives from Italy, Spain and Israel.

*“2019 UK Space Conference was a great success and provided us with the ideal opportunity to highlight the strengths of our space sector, as well as develop new ideas on how to enhance it further. For the first time, we publicised this strong industry both nationally and beyond, reaching a much wider, international audience. We came away with many more ideas on how to support the space sector in the EM3 region effectively, ensuring it continues being prominent on the world stage, attracting inward investment. We are excited about the future, and what it will mean for EM3 space industry and the region itself.”*

**Francesca Caramelle**  
EM3 Trade & Investment Coordinator

EM3 was joined at the Space Conference by Earth-I, a geospatial intelligence space company based on the Surrey Research Park in Guildford and In-Space Missions.

Based at the new BASE Innovation Centre at Whitehill & Bordon – a project backed by £4m of Enterprise M3 Funding, In-Space has collaborated with or supported more than 25 newspace, traditional space, institutional, financial, academic and government organisations across the world since its inception in 2015.

# RESILIENCE, RECOVERY & RENEWAL

**Digital Annual Report 2019-2020**

enterprise **m3**

Delivering prosperity through innovation

#### **Enterprise M3 Ltd**

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Enterprise M3 would like to thank all partners who have  
contributed to our Annual Report 2019/20.

Connect with us



**Enterprise M3 Programme Funding is provided by:**

THE CAREERS &  
ENTERPRISE  
COMPANY



HM Government

# BOARD MEMBERS

In our drive to increase local economic growth, we are acutely aware of our public responsibility in exercising how we spend government funds. To underpin this, the government ensures each LEP has in place robust systems and processes to effectively manage funding from central government budgets, including our Joint Leaders Board, which provides a scrutiny role.

Our accountability framework covers:

- Governance and decision making
- Transparent decision making; including a conflicts and Register of Interests policy
- Ensuring value for money and effective delivery

## QUICKLINKS

- EM3 Structure →
- Governance →
- Finance Report →
- Board Meeting Agendas and Reports →

We have a diverse, business-led Board, which includes up to 20 members split between both the private, public sector and not-for-profit sector who are also Directors of Enterprise M3 Ltd.

Members are highly experienced leaders, selected for their business acumen and specialist expertise, from across the full range of large companies and smaller businesses; local authorities; not-for-profit organisations; Universities and the further education sector.

The Enterprise M3 Board, chaired by Dave Axam, is responsible for the overall strategic direction of the LEP, establishing targets and priorities and monitoring progress towards those targets. The Board meets every two months and the meeting agendas and reports can be viewed [online here](#).

Enterprise M3's [Assurance Framework](#) sets out the role of, and Terms of Reference for, the Board. Each Board Member has completed a Register of Interests form, and the full register can be found [here](#).

The board is advised by a number of groups which provide strategic oversight for different Enterprise M3 projects and funding streams, including:

- European Management Group
- Programme Management Group

An overview of the Enterprise M3 LEP governance arrangements can be found [here](#).

We would like to take this opportunity to thank the members, who stepped down from our board ([view members](#)) during the year for the time, wisdom and invaluable expertise, they invested in guiding Enterprise M3.

We would also like to welcome our newest board member, Ren Kapur MBE, founder and CEO of X-Forces Enterprise (XFE), who will be joining our board in July 2020.



Meet the Board Members





Dave Axam  
Fibre Limited →



Debbie Allen  
BAE Systems →



Linda Cheung  
Intrapreneur Nation →



James Cretney  
Marwell Wildlife →



Barney Ely  
Hays Specialist Recruitment →



Stacey King  
City Fibre →



Jim McAllister  
The Rutland Group →



Cllr David Clifford  
Rushmoor BC →



Cllr Ian Harvey  
Spelthorne BC →



Cllr Rob Humby  
Hampshire CC →



Cllr Colin Kemp  
Surrey CC →



Cllr Richard Millard  
East Hants DC →



Cllr Caroline Reeves  
Guildford BC →



Julie Baker  
Nat West/RBS →



Virginia Barrett  
Farnborough College of Technology →



Joy Carter  
University of Winchester →



Sarah Jane Chimbwandira  
Surrey Wildlife Trust →



Ross McNally  
Hampshire Chamber of Commerce →



Brian Woods  
Federation of Small Businesses →

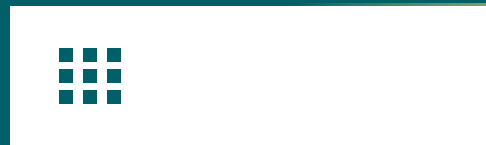


Kathy Slack  
Enterprise M3 LEP →



Mike Short (co-opted)  
Department for International Trade →

← BOARD MEMBERS



EM3 STRUCTURE →



Click on the members headshot to meet them

# STRUCTURE OF ENTERPRISE M3

## QUICKLINKS

Meet the Team →

The Board Members →

## THE ENTERPRISE M3 BOARD

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

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

### Groups providing strategic advice to the Enterprise M3 Board

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

EUROPEAN MANAGEMENT GROUP

PROGRAMME MANAGEMENT GROUP

NOMINATIONS & REMUNERATION COMMITTEE

RESOURCES, FINANCE & AUDIT COMMITTEE

### Joint Leaders Board

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

### Action Goups

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

ENTERPRISE AND INNOVATION

SKILLS ADVISORY PANEL

TRANSPORT

EM3 BOARD COVID-19 SUB GROUP

## ENTERPRISE ZONE PROGRAMME STEERING GROUP

## ENTERPRISE M3 EXECUTIVE TEAM

Enterprise M3 has an executive team led by Chief Executive, **Kathy Slack**. This team is responsible for the day-to-day project management, administration and communications of work undertaken by the LEP. This team is made up of employed staff, secondees from local organisations within the Enterprise M3 area and, when required, short-term contracted staff to deliver particular pieces of work.



BOARD MEMBERS



CONTENTS

MEET THE BOARD





# DAVID AXAM

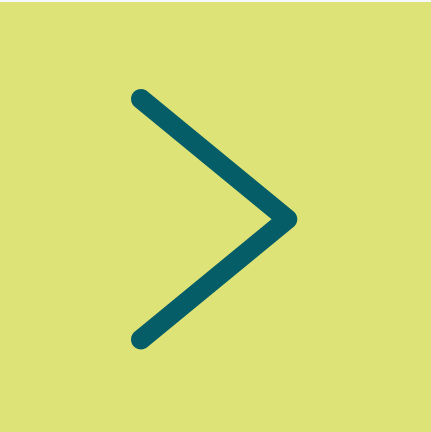
## (Chair)

**Fibre Limited**

chair@enterprisem3.org.uk

 Dave Axam

 @daveaxam1



### POSITIONS HELD

CHAIR EM3 BOARD

CHAIR COVID-19 SUB GROUP

PROGRAMME MANAGEMENT GROUP

NOMINATIONS COMMITTEE



BOARD MEMBERS



CONTENTS

DEBBIE ALLEN





# DEBBIE ALLEN

(Deputy Chair)

BAE Systems

 0\_deb

## POSITIONS HELD

DEPUTY CHAIR EM3 BOARD

COVID-19 SUB GROUP

CHAIR RESOURCES, FINANCE & AUDIT COMMITTEE

PROGRAMME MANAGEMENT GROUP



DAVE AXAM



CONTENTS

LINDA CHEUNG





# LINDA CHEUNG

Intrapreneur Nation

 LindaCheungUK

 LindaCheungUK

## POSITIONS HELD

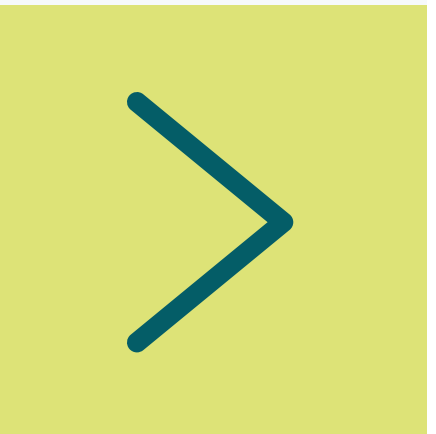
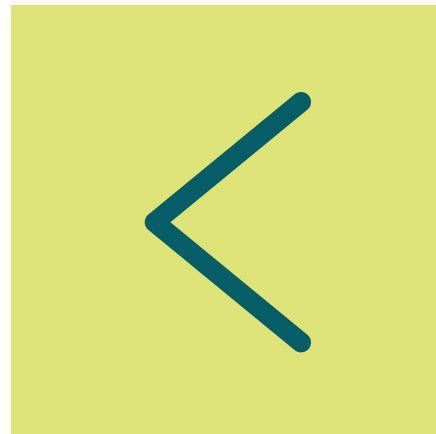
CHAIR EZ STEERING GROUP

COVID-19 SUB GROUP

LEAD BOARD MEMBER FOR COMMUNICATIONS

ESCALATOR FUNDS STEERING GROUP

NOMINATIONS COMMITTEE



DEBBIE ALLEN



CONTENTS

JAMES CRETNEY





# JAMES CRETNEY

Marwell Wildlife

 @Marwellwildlife

## POSITIONS HELD

CHAIR PROGRAMME MANAGEMENT GROUP

LEAD BOARD MEMBER FOR RURAL

NOMINATIONS COMMITTEE

COVID-19 SUB GROUP



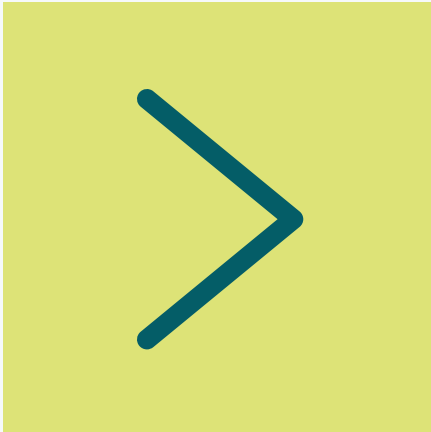
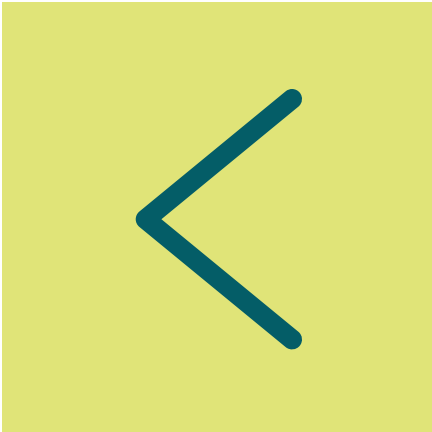
LINDA CHEUNG



CONTENTS

BARNEY ELY





# BARNEY ELY

Hays Specialist Recruitment

 Barney Ely

**POSITIONS HELD**

**SKILLS ADVISORY PANEL**



# STACEY KING

City Fibre

 @imstaceyking

## POSITIONS HELD

LEAD BOARD MEMBER FOR LOCAL INDUSTRIAL STRATEGY

COVID-19 SUB GROUP



BARNEY ELY



CONTENTS

JIM MCALLISTER





# JIM MCALLISTER

The Rutland Group

POSITIONS HELD

NEW MOBILITY EXPERT PANEL



STACEY KING



CONTENTS

CLLR DAVID CLIFFORD





# CLLR DAVID CLIFFORD

Rushmoor Borough Council

 @davidclifford

## POSITIONS HELD

EM3 JOINT LEADERS BOARD



JIM MCALLISTER



CONTENTS

CLLR IAN HARVEY





# CLLR IAN HARVEY

Spelthorne Borough Council

## POSITIONS HELD

EM3 JOINT LEADERS BOARD



# CLLR ROB HUMBY

Hampshire County Council

 @robhumby

## POSITIONS HELD

EM3 JOINT LEADERS BOARD

NOMINATIONS COMMITTEE

PROGRAMME MANAGEMENT GROUP



CLLR IAN HARVEY



CONTENTS

CLLR COLIN KEMP







# CLLR COLIN KEMP

Surrey County Council

 Cllr Colin Kemp

 @cllrcolinkemp

## POSITIONS HELD

CHAIR EM3 JOINT LEADERS BOARD

COVID-19 SUB GROUP



CLLR ROB HUMBY



CONTENTS

CLLR DAVID MILLARD





# CLLR RICHARD MILLARD

East Hampshire District Council

## POSITIONS HELD

EM3 JOINT LEADERS BOARD



[CLLR COLIN KEMP](#)



[CONTENTS](#)

[CLLR CAROLINE REEVES](#)





# CLLR CAROLINE REEVES

Guildford Borough Council

 @CllrReeves

## POSITIONS HELD

EM3 JOINT LEADERS BOARD



# JULIE BAKER

Nat West/RBS

 Julie Baker

 @baker\_jules

## POSITIONS HELD

LEAD BOARD MEMBER FOR DIVERSITY



# VIRGINIA BARRETT

Farnborough College of Technology

## POSITIONS HELD

RESOURCES, FINANCE AND AUDIT COMMITTEE

CHAIR FE PRINCIPALS GROUP

LEAD BOARD MEMBER FOR FURTHER EDUCATION



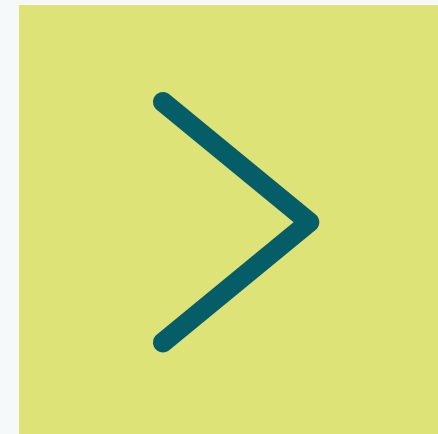
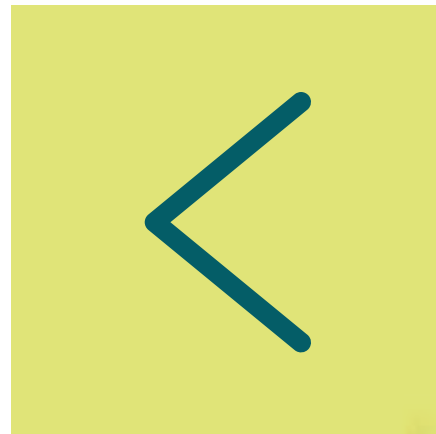
JULIE BAKER



CONTENTS

PROF JOY CARTER





# PROFESSOR JOY CARTER

University of Winchester

## POSITIONS HELD

CHAIR ENTERPRISE M3 HIGHER EDUCATION GROUP

SKILLS ADVISORY PANEL

LEAD BOARD MEMBER FOR HIGHER EDUCATION



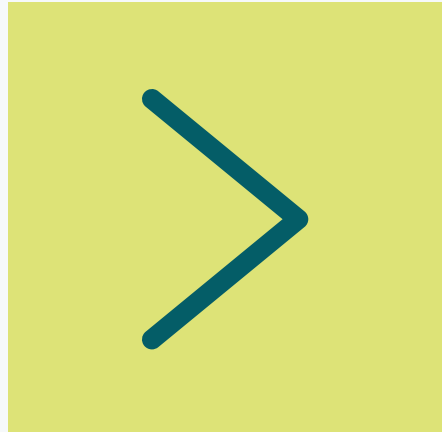
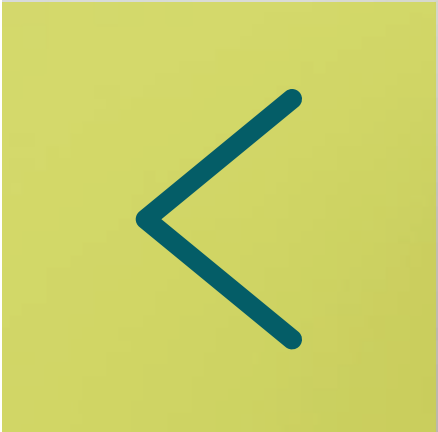
VIRGINIA BARRETT



CONTENTS

SARAH JANE CHIMBWANDIRA





# SARAH JANE CHIMBWANDIRA

Surrey Wildlife Trust

 Sarah Jane Chimbwandira

 @SurreyWT

## POSITIONS HELD

LEAD BOARD MEMBER FOR NOT FOR PROFIT



# ROSS MCNALLY

Hampshire Chamber of Commerce

 RossMcNally6

 ross-mcnally-96191514

## POSITIONS HELD

LEP BOARD REPRESENTATIVE ON TRANSPORT  
FOR THE SOUTH EAST (ON BEHALF OF SOUTHERN LEPS)

CHAIR BREXIT INTELLIGENCE GROUP (UP TO MARCH 2020)





# BRIAN WOODS

Federation of Small Businesses

## POSITIONS HELD

TRANSPORT/MOBILITY ACTION GROUP

LEAD BOARD MEMBER FOR SME'S



ROSS MCNALLY



CONTENTS

KATHY SLACK





# KATHY SLACK

EM3 - Chief Executive

 KathySlackEM3

## POSITIONS HELD

CHIEF EXECUTIVE

PROGRAMME MANAGEMENT GROUP

RESOURCES FINANCE AND AUDIT COMMITTEE

NOMINATIONS GROUP

COVID-19 SUB GROUP

CHAIR ESI FUNDS SUB-COMMITTEE



BRIAN WOODS



CONTENTS

DR MIKE SHORT CBE





# DR MIKE SHORT CBE

## (Co-opted)

Department for International Trade

 Dr Mike Short

### POSITIONS HELD

CHAIR ESCALATOR FUNDS STEERING GROUP

CHAIR NOMINATIONS COMMITTEE

COVID-19 SUB GROUP




[KATHY SLACK](#)



[CONTENTS](#)

[THANK YOU TO PAST MEMBERS](#)





## Our thanks to the following members who stepped down from our Board during the year.

Cllr Clive Sanders, Basingstoke & Deane BC, who chaired the Joint Leaders Board and the RFAC Chair, stepped down from May 2019 after five years. Andrew Lambert, Electronic Media Services Ltd, also stepped down in November 2019 after five years service, including as our Enterprise and Innovation chair.

Tim Jackson, from Andover/Sparsholt Colleges, Chair FE Principals Group, stepped down in January 2020 after four years and Paul Hogg, Royal Holloway University, Chair Higher Education Group, stepped down in March 2020 after three years.

Cllr Paul Spooner, Guildford BC, who joined our Board in November 2015 stepped down in May 2019 at the same time as Cllr Julia Potts, Waverley BC, who had been on the Board since July 2017. Cllr Keith Mans, Hampshire County Council, stepped down in July 2019 after serving six years with the LEP.

Ken Moon, Federation of Small Businesses, stepped down in June 2019, and Jason Gaskell from Surrey Community Action in January 2020.

Col Simon Browne, MOD, who joined the board in September 2017, stepped down in January 2020.

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