

OVERVIEW & SCRUTINY COMMITTEE MEETING

22 APRIL 2024 FROM 14.30 TO 16.00

VIRTUAL MEETING

Invited Attendees:

- Chair: Councillor Lawrence Williams (Chair)
- DLEP: Vinita Nawathe (Dorset LEP Executive Director)
- BCP: Councillor Paul Hilliard, Councillor Patrick Canavan
- Dorset Council: Councillor Jon Andrews, Councillor Dave Bolwell

AGENDA

Item	Subject/Title	Presenter	Actions/Recommendations
1.	Welcome Apologies and Declarations of Interest	Lawrence Williams	To record Declarations of Interest
2.	Agree draft minutes	Lawrence Williams	To approve minutes
3.	Overview		
3.1	Update on LEP activity and guidances for transition	Vinita Nawathe	To note/discuss -
3.2	Integration plan submitted to government		
4.	Scrutiny		
4.1	Lep functions and funds	Vinita Nawathe	To note/discuss paper
4.2	Draft delivery plan		
5.	Any Other Business	All	

Date of next meeting: 11 July 2024

DRAFT MINUTES

DORSET LEP OVERVIEW & SCRUTINY COMMITTEE MINUTES

6 NOVEMBER 2023 FROM 11.00 AM to 12.30 PM

VIRITUAL MEETING

Committee Attendees:

Cllr Dave Bolwell (DB) (Dorset Council)
 Cllr Lawrence Williams (Chair) (LW) (BCP Council)
 Cllr Patrick Canavan (PC) (BCP Council)

Also Present:

Kathryn Hill (Dorset LEP)
 Rebecca Davies (Dorset LEP)
 Vinita Nawathe (Dorset LEP)

Apologies:

Cllr Jon Andrews (JA) (Dorset Council)

Item	Notes and Decisions	Action
1.	<p>Apologies were received from Jon Andrews.</p> <p>Declarations of interest - PC declare an interest in the Digital Skills Hub, as this is in his Ward and he is a member of the Towns Fund Strategic Board.</p> <p>LW welcomed Cllr Patrick Canavan is a new member of the Committee and everyone introduced themselves.</p>	
2.	The Minutes were agreed as an accurate reflection of the last meeting.	All agreed
3.	<p>Chancellor's Decision re Future Funding of LEPs and Transfer of Functions</p> <p>VN explained that since the last meeting in February the Chancellor announced his 'minded to stop funding LEPs from April 2024 and to transfer the responsibilities for those core functions into local democratic structures'. CO made the assumption that there would be no funding going forward and created a three year plan accordingly. After the 'minded to' statement back in March, Central Government started a fact finding exercise and discovered that the 38 LEPs are all different. Government cannot tell a company to close down, so they cannot just say LEPs have to go.</p> <p>VN informed that there is a form that needs to be completed for the Department for Business and Trade. This has to be filled in by one local authority on behalf of both authorities.</p> <p>LW asked VN when she expected to know what the LEP is going to do.</p> <p>VN informed that she has commissioned a piece of strategy work to be completed to make sure our economic evidence data is up to date and checking with the local authorities that our strategic priorities align. She</p>	

Item	Notes and Decisions	Action
3.	<p>Chancellor's Decision re Future Funding of LEPs and Transfer of Functions</p> <p>explained that there is not a definition of devolution, it is about getting larger funds from Central Government into the local area over longer timeframes and it is not for her to say or decide on that but for her to support. She is carrying on with business as usual for now until more clarity is received.</p>	
4.1	<p>Digital Skills, Innovation and Learning Hub</p> <p>RD explained that the Digital Skills Hub is a project we were awarded funding for through the Towns Fund money. We have set up the Digital Skills Hub in Boscombe and are now up and running. This is providing a community for business, local residents, with skills, job opportunities, careers decisions and support around it. After Christmas we will be there for 4 days a week. She informed that the Department for Levelling Up, Housing and Communities (DLUC) are the ultimate funders and the Towns Fund, as a whole, has 10 projects and this is one of them. The Council has to report back on the KPIs to DLUC.</p> <p>PC said he had visited the shop and was very impressed with it but it would be great to have it more visible so more people know it is there.</p> <p>RD remarked that it is growing. A website was launched on 6 September, with associated social media. It is linked in with the Boscombe Facebook communities and the apps that support the Boscombe area. Also providing commentary and interesting ideas that are happening elsewhere in the digital arena.</p> <p>VN mentioned that, as a service, it is very citizen focussed and is something that could work well for Weymouth area.</p> <p>DB mentioned the Bridport Town Council learning centre.</p> <p>RD explained she has spoken to Bridport Town Council several times. The Bridport Learning Centre is more focussed on skills whereas Boscombe is about Skills but is also for businesses, making them more resilient. In Weymouth there is an information point that does a little of what we do.</p> <p>RD said that we would always encourage more but we want to get it right and make sure we are delivering what is needed within the community and making sure it is actually what people want. Very focussed within Boscombe and making sure we get to the right community groups.</p> <p>Action: RD to let the Committee know when the Open Day will be.</p>	RD
4.2	<p>Growing Places Fund</p> <p>VN informed that a year ago a review of the Growing Place Fund was commissioned. Some options were taken back to the LEP Board and the Board decided to continue with what the fund was first set up to do and so have opened it back up again as a revolving loan fund for people to apply.</p>	

Item	Notes and Decisions	Action
4.3	<p>Effects of Apprenticeships/Careers Hub Contract</p> <p>RD took the paper as read. She informed that the Dorset Careers Hub received funding to raise awareness of apprenticeships and technical education pathways for both 16 and 18 year olds. Every senior school has a senior leadership team and we need those people on side to be helping with the promotion of apprenticeships within school pathways.</p> <p>We need to make sure the local OFSTED have that awareness of what businesses are needing. All this information comes into the types of events we are delivering. We have also tried to work with teachers and taken a number out to a business to be an 'apprentice' for the day. Most teachers have always, or mainly, worked in an education situation and understanding what an apprentice would do and how a business operates is very useful.</p> <p>We are also making businesses more aware of what an apprenticeship is. Raising the profile of apprenticeships and helping people understand what a modern day apprenticeship looks like.</p> <p>We also need to work with parents. Many parents have gone to university and it was seen as the way forward, so they also don't have much awareness of apprenticeships. We are trying to show them that university is not the only way forward and how you work out what is right for you.</p> <p>RD confirmed that the Dorset Careers Hub works directly with schools and that also includes schools that are there for specialist provisions.</p>	
5	<p>Any Other Business</p> <p>The Committee agreed that they would like three meetings a year, so the future meetings will be in March, July and November.</p>	

Next meeting: 22 March 2024

OVERVIEW & SCRUTINY COMMITTEE

Meeting Date	22 April 2024	Item Number	3.1
Security Level:	Confidential <input type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>
Paper Title	Overview Lep integration		
Recommendation	The Committee is recommended to note this paper		
Papers are provided for:	Decision <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>

1. PURPOSE

This paper gives an overview of the situation following Treasury announcements and speculations about the future of the LEP.

2. SUMMARY/BACKGROUND

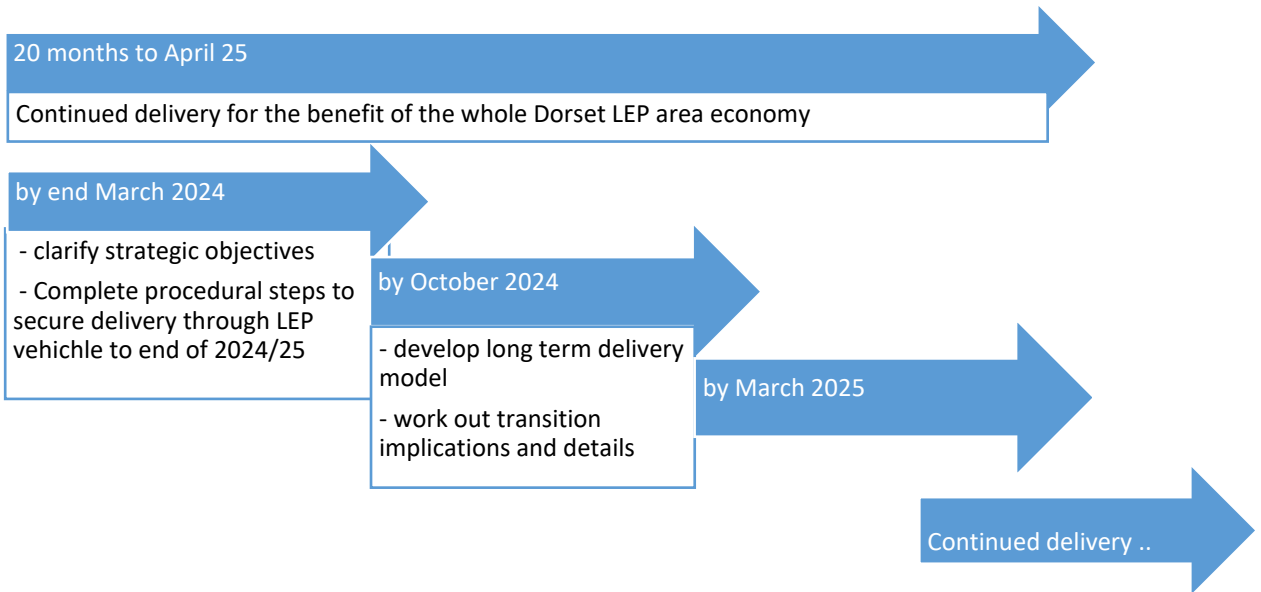
Following the Chancellor's announcement in March 2023 that he was minded to stop funding LEPs directly, government issued guidance to LEPs and Local Authorities in August 2023. This laid out the intention that LEPs core functions should be integrated into Local government structures as envisaged by the Levelling up White Paper in 2021. It laid out (badly) the considerations for other functions and funds should the local LEP be wound up but emphasised that it was for local areas to decide how to move forward. In November 2023, Local Authorities and LEPs were asked to fill in an integration template, outlining the local intention, the form contained further guidance. It was emphasised that LEPs could continue as private companies if their boards so wished and LAs could ask a continuing LEP to deliver core functions on their behalf in 2024/25. Further guidance was issued at the end of December outlining that up to £240,000 would be available for the delivery of LEP core functions on the current LEP footprints in 2024/25 with the requirement of an updated Economic evidence base and plan for the area and for a mechanism for a business voice to be embedded in local democratic structures to be delivered and agreed going forward. The Council Leaders and portfolio holders on the LEP board together with the other LEP board members have collectively agreed a number of things since March 2023:

- 1) That the LEP will continue to deliver LEP core functions to March 2025, on behalf of the LAS, in the knowledge that there will be local and general elections in that timeframe, and that the two councils were still considering their devolution aspirations. (March 23, July 23 board meetings)
- 2) That the LEP has an indicative budget to 2025 to deliver these functions and to support continued delivery of existing workstreams and potential other contracts for government in that financial year, and to support work on the "flight path" to a "destination yet to be determined" (July 23)
- 3) A timeline to March 2025 for work towards sustainable delivery of LEP functions beyond 2025. (deferred from Sept 23 but agreed Nov 23)
- 4) An integration plan template that sets out the intention to deliver LEP core functions for 24/25 through the existing LEP structure and to establish what has been called a "task and finish" group to determine and manage progress towards post March 25

arrangements considering options including delivery through a new organisation or partnership arrangements. (Nov 23)

- 5) In light of the requirements for LEP functions for 24/25, a timeline and process for economic strategy development including wider stakeholder and business consultation and alignment with council strategies, to be ready for taking through council process from August 25 in order to publish by October 25. (Jan 24)

The integration timeline agreed by the board in November:



An Integration Task and Finish Group has been set up as per the November Integration Template (attached). The four main members of the group are LEP board members who are Council Portfolio holders, the LEP Chair as a business member, and a board member from Education alongside the S151 accountable officer, supporting officers include the LEP Executive Director, and officers from both councils. It was agreed that this group should consider options and should make recommendations – it is not a decision making group. And that the group would steer work of the officers in bringing together evidenced options for consideration.

It was agreed that the scope of the group should therefore be to:

- Consider options for the future shape of business representation in democratic structures as per the December guidance – which sets out clear questions for consideration - beyond 24/25 during which time the existing LEP board will continue this function.
- Consider options for the integration of LEP functions, in the context of aspirations for devolution, into a structure that would support those aspirations.
- Considering other functions that could be integrated into such a structure.
- Consider options for the integration of LEP functions into existing LA structures.
- Consider options for LEP functions being delivered by private provider(s) including existing CIC.
- Determine actions and tasks required to enable informed consideration of the above.
- Recommend favoured options to the LEP board and the two Councils.
- Oversee implementation of agreed way forward.

3. RECOMMENDATION

The Committee is recommended to note this paper.

LA / LEP INTEGRATION PLAN TEMPLATE

INTRODUCTION AND GUIDANCE

Government has [confirmed](#) that Local Enterprise Partnership (LEP) core functions – namely, business representation, local economic planning, and the delivery of Government programmes where directed – from April 2024 should be delivered by local authorities.

This template is intended to aid the process of integration and inform the direction of any future government funding. This document should be read in parallel with the [guidance](#) published on the integration of LEP functions into local and combined authorities on 4 August 2023. Government expects decisions on the transfer and delivery of current LEP functions to be made locally.

Government expects functions to be delivered over current or potential devolution deal geographies so far as possible. Outside of areas with an agreed devolution deal, it is expected that functions will be exercised by the upper tier local authority, working with other upper tier local authorities as appropriate. Where multiple upper tier local authorities operate within an area, only one return is necessary. The authority which submits the return on behalf of the whole area should ensure all upper tier local authorities have agreed to the return and copy it to the LEP Chair.

It is recognised that the formal process of transferring any assets, loans, investments, or liabilities between existing LEP(s) and local democratic institutions will require agreement between both parties. All parties must follow the relevant laws and regulations that apply, including having due regard for the Public Sector Equality Duty.

Any commercially sensitive information may be submitted in parallel to the main integration plan. The use of annexes is also recommended for non-sensitive issues where more detail is required.

Completed plans should be sent to the central LEP Integration inbox (LEP.Integration@levellingup.gov.uk), copying all relevant parties (all upper tier local authorities and LEP Chair) and the relevant Area Lead in the Cities and Local Growth Unit.

The deadline for submission of this plan to Government is **23:59hrs on Thursday 30 November 2023** or earlier if possible, to help inform future funding decisions.

SECTION 1: CORE INFORMATION

Core details and current arrangements	
1.1 Name of LEP which is to be integrated.	Dorset Local Enterprise Partnership
1.2 Name(s) of upper tier authority or authorities into which LEP functions are being integrated.	Bournemouth, Christchurch and Poole Council and Dorset Council
1.3 Current relationship with the LEP	Both Councils have board membership and Dorset Council is the accountable authority.
Integration leads	
1.4 Contact details for integration leads	Adrian Trevett – BCP Council Nick Webster – Dorset Council Vinita Nawathe – Dorset LEP

SECTION 2: GEOGRAPHY

Geography
<p>2. Please set out the proposed geography for the delivery of LEP functions from April 2024. Answers should confirm whether the proposed geography is coterminous with the current LEP geography. If not, answers should confirm that the proposed geography constitutes a functional economic area (FEA), with reference to the size of population, local travel to work areas (TTWAs) and any other relevant drivers of the local economy.</p> <p>Where multiple upper tier local authorities operate across the proposed geography, you should confirm the governance arrangements and that service provision will be ensured across the whole geography – no authority should be left out and all parties should agree the arrangements.</p> <p>Dorset LEP currently has an approved and funded business plan (up to Mar 25). Subject to LEP Board approval, and discussions on the use of reserves, the LEP has the potential funds to continue in operation beyond this date. In addition, the LEP is delivering on a number of local projects and programmes across the LEP geography.</p> <p>Both Bournemouth, Christchurch and Poole Council (BCP) and Dorset Council are proposing that the LEP core functions transitioning to Local Authorities are continued to be delivered by Dorset LEP until March 2025. This proposal is subject to the appropriate formal decision making process in both authorities.</p> <p>From April 25, the LEP core functions will transition to the two councils or, more likely, to another entity that the council's jointly establish. This transition and the form of future entity will be confirmed during the transition period up to March 2025.</p> <p>The proposed geography, Dorset, is coterminous with the current LEP geography. This covers the administrative areas of Bournemouth, Christchurch and Poole Council (BCP) and Dorset Council.</p>

It is proposed to establish a task and finish group, made up of the Local Authorities and LEP, to manage the smooth transition of core LEP responsibilities by the end of March 2025, and agree the establishment of a future partnership arrangement between the two Local Authorities

- Proposals for the transition will be approved by the Local Authorities Cabinets and the Dorset LEP Board.
- The new partnership arrangements and governance will be in place by April 25.
- Any new governance arrangements will have regard to emerging devolution proposals that are advanced either within, or potentially beyond, the transition period.

SECTION 3: BUSINESS VOICE

Current and future activity

3. Please set out how you intend to embed a strong, independent, and diverse local business voice into local decision-making across the area. Answers should cover the following points:

- (a) Proposed model & governance structure** (e.g., a stand-alone business board, sub-board, or other structure)
- (b) Membership** (including the mix, balance and diversity of independent business members and any other partners drawn from outside of the business community)

a) Proposed model & governance structure

During the transition period (up to Mar 25) the LEP will continue delivery of the LEP business plan.

The LEP Board will manage, with support from the two councils, the orderly transfer of core functions to the Local Authorities within this period.

During the transition period, the task and finish group will establish the operating and governance model for future delivery of LEP core funded responsibilities (and any other agreed functions) beyond March 2025. One of the options currently in discussion is a joint Economic Prosperity Board which would jointly cover both local authority administrative areas.

b) Membership

The task and finish group will identify the joint governance structure and will consider the role for local partners such as universities, colleges, business representative bodies and local businesses as required.

SECTION 4: PROJECTS, PROGRAMMES AND SERVICES

Current and future activity			
<p>4.1 Please list the projects, programmes and services currently delivered by the local LEP. <i>In each case you should indicate whether, subject to receiving equivalent funding, the upper tier local authority/authorities would continue to undertake each activity.</i> <i>Where a different set of functions/services is being delivered for a neighbouring area, you should repeat the exercise for that area.</i> <i>You do not need to include LEP activity delivered in a private capacity.</i></p>			
Title	Short Description (1-2 sentences)	Will the activity continue once the LEP is integrated? (subject to future funding)	
		Yes	No
Growth hub	From April 25, it is envisaged that a joint Growth Hub delivering uniform advice and support would be established across the Dorset and BCP council geographies. There may be future scalable opportunities to incorporate other areas depending on the outcome of devolution conversations.	Yes	<input type="checkbox"/>
Growing Places Fund	The task and finish group will consider and recommend, to the LEP Board and Local Authorities Cabinets, the future arrangements for the Growing Places Fund post April 25.	Yes	<input type="checkbox"/>
Dorset Careers Hub	The Dorset Careers Hub provide a valued service helping young people in Dorset progress and fulfil their potential. Their Enterprise Advisor Network provides a business to every school in Dorset.	Yes	<input type="checkbox"/>
Enterprise Zone	The LEP established the Dorset Enterprise Zone in partnership with Dorset Council and shares responsibility for the strategic direction of the site and liaison with government. From April 25, Dorset Council (the Enterprise Zone site owner) will continue to perform these responsibilities.	Yes	<input type="checkbox"/>
Economic Insight, Strategy, Labour Market Information	From April 25, it is envisaged that a joint Economic Insight function would be established to work with the business community and other partners to provide up to date economic intelligence to inform strategy and policy across the Dorset and BCP council geographies. There may be future scalable opportunities to incorporate other areas depending on the outcome of devolution conversations.	Yes	<input type="checkbox"/>

Inward Investment	Various elements of Inward Investment promotion are already undertaken by the Local Authorities. It is intended that the liaison with Department for Business and Trade and promotion of Inward Investment opportunities will continue through the two councils or transfer to the newly established governance model.	Yes	<input type="checkbox"/>
Great South West	The LEP and Local Authorities will continue to play an active role in the Great South West up to March 25. LEP and business representation beyond this point will be addressed by the task and finish group during the transition period.	Yes	<input type="checkbox"/>
Dorset Skills Board	The Dorset Skills Board provides the leadership and strategic steer for skills and employment activity across Dorset. Membership includes the LEP, Local Authorities, DWP, Universities, Colleges and businesses.	Yes	<input type="checkbox"/>

SECTION 5: DELIVERY AND APPROVALS

Governance of the integration process		
5.1 (a) What mechanisms will be in place to manage the integration process at the local level?		
A task and finish group will be established to manage the transition to a new structure by April 2025. The group will report to the 2 Local Authorities Cabinets and the LEP Board and will consist of Members from both Council's, and nominated LEP Board members, supported by officers from all three organisations.		
5.1 (b) If the existing LEP is intending to formally cease operation and dissolve following its integration, who will be responsible for managing the transition and any legacy issues?		
If this is the case, this will be considered as part of the task and finish group's work and an integration plan will be drafted by, and implemented within, financial year 24/25 to enable a smooth transition by March 2025.		
Approvals		
5.2 Has this integration plan been agreed by the relevant boards/persons in both the local LEP(s) and local authority/authorities?	Yes	
Please copy all relevant parties (including the Chair of the local LEP(s)) when you submit this plan.		
The creation of a task and finish group to manage the integration has been agreed and as part of its role it will create and deliver the integration of the LEP for Apr 25.		

The papers for agenda Item 4.1 are not included as they are Commercially Sensitive

"The objects of the Company are to carry on activities which benefit the community and in particular (without limitation) to drive economic and employment growth in Dorset, through the support of a strongly performing, productive and sustainable economy, characterised by a greater incidence of higher paid and skilled jobs, in a manner that, in so far as possible, harnesses and protects Dorset's unique environmental assets. ...To further its objects the Company may do all such lawful things as may further the Company's objects and, in particular, but, without limitation, may borrow or raise and secure the payment of money for any purpose including for the purposes of investment or of raising funds." Articles of Association Dorset LEP

Draft Delivery Plan 2024/25

The Dorset Local Enterprise Partnership will deliver, and seek opportunities to deliver, activities under the following objectives:

Objective	High Level Objective
1.	Embed a strong, independent and diverse local business voice into local democratic institutions.
2.	Strategic Economic Planning 2.1 Building and maintaining robust evidence base 2.2 Convening business, education and other local economic stakeholders 2.3 Write and consult upon a ten-year horizon economic strategy for the area on behalf of the Councils as part of LEP core function delivery
3.	Functions for govt departments including: 3.1 Growth Hub activity – expected £260k programme 3.2 International trade and investment activity, provision of local business intelligence, grant funding and levelling-up focused projects, 3.3 Local Digital Skills Partnerships, 3.4 Careers Hub – current contract to August – expected renewal 3.5 Monitoring and assurance pertaining to local growth programmes and funds to 2025
4.	Other Contracted functions 4.1 Boscombe Digital Skills Hub 4.2 Agile response to other contractual opportunities

Objective	High Level Objective
5.	Partnerships and Clusters 5.1 Support, signpost and see opportunities for established and emerging partnerships and clusters 5.2 Actively engage and support Dorset LEP and Council participation on the GSW <ul style="list-style-type: none"> • Board and officer group meetings • Co-ordinating and leading economic intelligence group • UK REIF 5.3 Dorset Skills Board 5.4 One Health Enterprise Network <ul style="list-style-type: none"> • Convene Steering Group • Lead funding bids • Conference 5.5 Regular liaison at a regional and national level to ensure opportunities for Dorset are identified and flagged up
6.	Seek, generate and capitalise on opportunities to leverage private and/or public investment to the area 6.1 Promote the area and partners 6.2 Link funding sources to investable opportunities. 6.3 Target use of LEP resources
7.	Future Local Economic Partnership arrangements 7.1 Help support progress towards devolution deal, where requested by local partners. 7.2 Work with LA partners to determine and enable future working arrangements for Core LEP functions to be embedded within local democratic structures.

	High Level Objective	What	How	Who	Funding source
1.	Embed a strong, independent and diverse local business voice into local democratic institutions	1.1 Work collaboratively with Local Democratic institutions, to complement perspectives and skillsets.	<ul style="list-style-type: none"> Constructively engage with and support the work of elected members and officers through LEP board, working groups/committees, and one to one. 	Board CB All staff	Core
		1.2 Grow and consolidate business engagement to have a dynamic network of businesses that want to engage across themes and public policy areas; and to identify willing business representatives as nominees to working groups and boards – with feedback loop.	<ul style="list-style-type: none"> Dorset Ambassadors Work with Chambers/BMOs Integration of Enterprise Advisers and Cornerstone Employers Better utilise CRM 	VN/CB SCT RD RP	Core
		1.3 work with both councils to determine how this function should best be delivered from 2024/25	<ul style="list-style-type: none"> Task and finish group 	VN/CB board	Core
2	Strategic Economic Planning	2.1 Building and maintaining robust evidence base	<ul style="list-style-type: none"> Ensure timely and regular analyses of economic data releases are circulated and published to the website. 	VN/RD	Core
			<ul style="list-style-type: none"> Build on evidence base refresh of 23/24 to develop and consult on economic strategy with 10 year horizon on behalf of Councils 	VN	Core

			<ul style="list-style-type: none"> Identify strategic research themes – scope and commission 	VN	Core
			<ul style="list-style-type: none"> Regularly update and promulgate data and analysis – including on website including: Local skills analysis 	VN/ team	
		2.2 Convening business, education and other local economic stakeholders to ensure dynamic and up to date understanding of area.	<ul style="list-style-type: none"> 5 x Board meetings with econ policy/strategy discussion time built in. 	CB/VN	Core
			<ul style="list-style-type: none"> Convene themed committees/boards – including DSB. 	Core team	Core
			<ul style="list-style-type: none"> Series of themed events and a conference variously bringing together national, regional and local policy makers and practitioners, education providers, businesses and stakeholders. 	All	Core CEC
3	Functions for govt departments	3.1 Growth Hub activity	<ul style="list-style-type: none"> Programme of targeted business support activity 	SCT	DBT Core
		3.2 International trade and investment activity, provision of local business intelligence, grant funding and levelling-up focused projects.	<ul style="list-style-type: none"> Respond to enquiries Work collaboratively with Councils and partners 	SCT	Core
		3.3 Local Digital Skills Partnerships,	<ul style="list-style-type: none"> Support partnerships 	RD	Core
		3.4 Careers Hub	<ul style="list-style-type: none"> Deliver contract academic year 23/24 	RD	CEC Core

			<ul style="list-style-type: none"> • Agree contract terms academic year 24/25 • Deliver contract 24/25 		
		3.5 Monitoring and assurance pertaining to local growth	<ul style="list-style-type: none"> • Ensure monitoring and reporting twice yearly on investments supported by Local Growth and Get Building Funds. 	VN	Core
4	Other Contracted functions	4.1 Boscombe Digital Skills Hub	<ul style="list-style-type: none"> • Deliver second year of three year contract. Using a partnership approach to delivering a programme of activity for the benefit of citizens and businesses in Boscombe 	RD	BCP contract
		4.2 Agile response to other contractual opportunities	<ul style="list-style-type: none"> • Seek and respond to contractual opportunities that meet CIC objectives 	All	
5	Partnerships and clusters	5.1 Support innovation and cluster development	<ul style="list-style-type: none"> • Support, signpost and seek opportunities for established and emerging partnerships and clusters. 		
		5.2 Great South West	<ul style="list-style-type: none"> • Actively support LEP and Council participation in GSW: • Board and officer group meetings • Co-ordinating and leading economic intelligence group • UK REIF 	CB VN	Core GSW
		5.3 Dorset Skills Board	<ul style="list-style-type: none"> • Convene, support with data 		
		5.4 One Health Enterprise Network	<ul style="list-style-type: none"> • Convene Steering Group • Lead funding bids 		

			<ul style="list-style-type: none"> • Conference 		
		5.5 Regular liaison at a regional and national level to ensure opportunities for Dorset are identified and flagged up	<ul style="list-style-type: none"> • Gov Depts, Innovate UK, • Steering groups/boards including Maritime UKSW, NetZero hub 		
6	Seek, generate and capitalise on opportunities to leverage private and/or public investment to the area	6.1 Promote the area and partners	<ul style="list-style-type: none"> • Through everything we do • Social and traditional media • Website • Events 	All	Core
		6.2 Link funding sources to investable opportunities.	<ul style="list-style-type: none"> • Signpost public sector funds • Know investor landscape • Co-ordinate bids/consortia • Develop soft landing package 	All	Core
		6.3 Target use of LEP resources			GPF/Core
7	Future Local Economic Partnership arrangements	7.1 Help support progress towards devolution deal, where requested by local partners	<ul style="list-style-type: none"> • Making use of strategic knowledge and expertise and ability to work across the area 	VN	Core
		7.2 Work with LA partners to determine and enable future working arrangements for core LEP functions to be embedded within local democratic structures.	<ul style="list-style-type: none"> • Task and Finish group 	VN/CB	Core