

Dorset Local Enterprise Partnership

Board Member Induction Pack

September 2021

## Contents

Section 1: Introduction .....	3
Section 2: Background to Dorset LEP .....	5
Section 3: Key Facts about the Dorset Economy .....	6
Section 4: Strategy .....	8
Dorset Investment Prospectus (published March 2021) .....	8
Dorset Local Industrial Strategy (published 2019) .....	8
Dorset Local Skills Report (published 2021) .....	9
Dorset Investment Prospectus (published 2021) .....	9
Horizon 2038 (published 2018) .....	9
Strategic Economic Vision .....	10
Section 5: Snapshot of Dorset .....	10
Evidence Base .....	10
Economic Profile .....	10
The Place .....	11
Key Achievements .....	12
Key Priorities: Innovation .....	13
Key Challenges .....	14
Section 6: Governance .....	15
Legal Personality .....	15
Local Assurance Framework .....	15
Governance Structure .....	15
Accountable Body Function .....	16
Risk Management .....	18
Finance .....	19
Scheme of Delegation .....	19
Policies & Procedures .....	19
Section 7: The Board .....	20
Membership .....	20
Meetings and Papers .....	20
Key Policies .....	20
Section 7: Dorset LEP Team .....	21
Section 8: Programmes and Delivery .....	22
I. Dorset Gateway .....	22
II. Enterprise Adviser Network – Careers & Enterprise Company .....	22
III. Enterprise Zone .....	22
IV. Growing Places Fund .....	22
V. Getting Building Fund .....	22
Programme Delivery .....	23
Section 9: Collaboration .....	24

## Section 1: Introduction



From Cecilia Buffon, Chair of Dorset LEP

Thank you for taking on a position as a Dorset Local Enterprise Partnership (LEP) Board member.

Dorset LEP is a private sector-led organisation responsible for speaking on behalf of businesses, championing important issues with Government and ultimately driving the economic growth of Dorset. Dorset LEP is responsible for setting the strategic direction for the Dorset economy and controlling an investment programme of around £250m. Working in partnership with local government, businesses, educational institutions and other public, private and community sector organisations, we keep Dorset firmly on the map.

### **Our ambition**

By 2038 we aim to:



The core aims of Dorset LEP are to:

- Create more jobs
- Aid the up-skilling of Dorset's workforce
- Drive long term growth of the local economy
- Support housing provisions.

It achieves these aims by:

- Supporting a more connected Dorset through the improvement of both physical and digital infrastructure.
- Helping to create a culture of enterprise and the improvement of employability skills, by working with schools, colleges, universities and employers to develop an enterprise friendly curriculum.
- Supporting Dorset businesses through various initiatives such as the Dorset Growth Hub, to make sure businesses grow and Dorset is a strong attraction for investment and growth.
- Ensuring that through strategic cross sector dialogue, key mechanisms that better support housing provisions are put in place for Dorset.

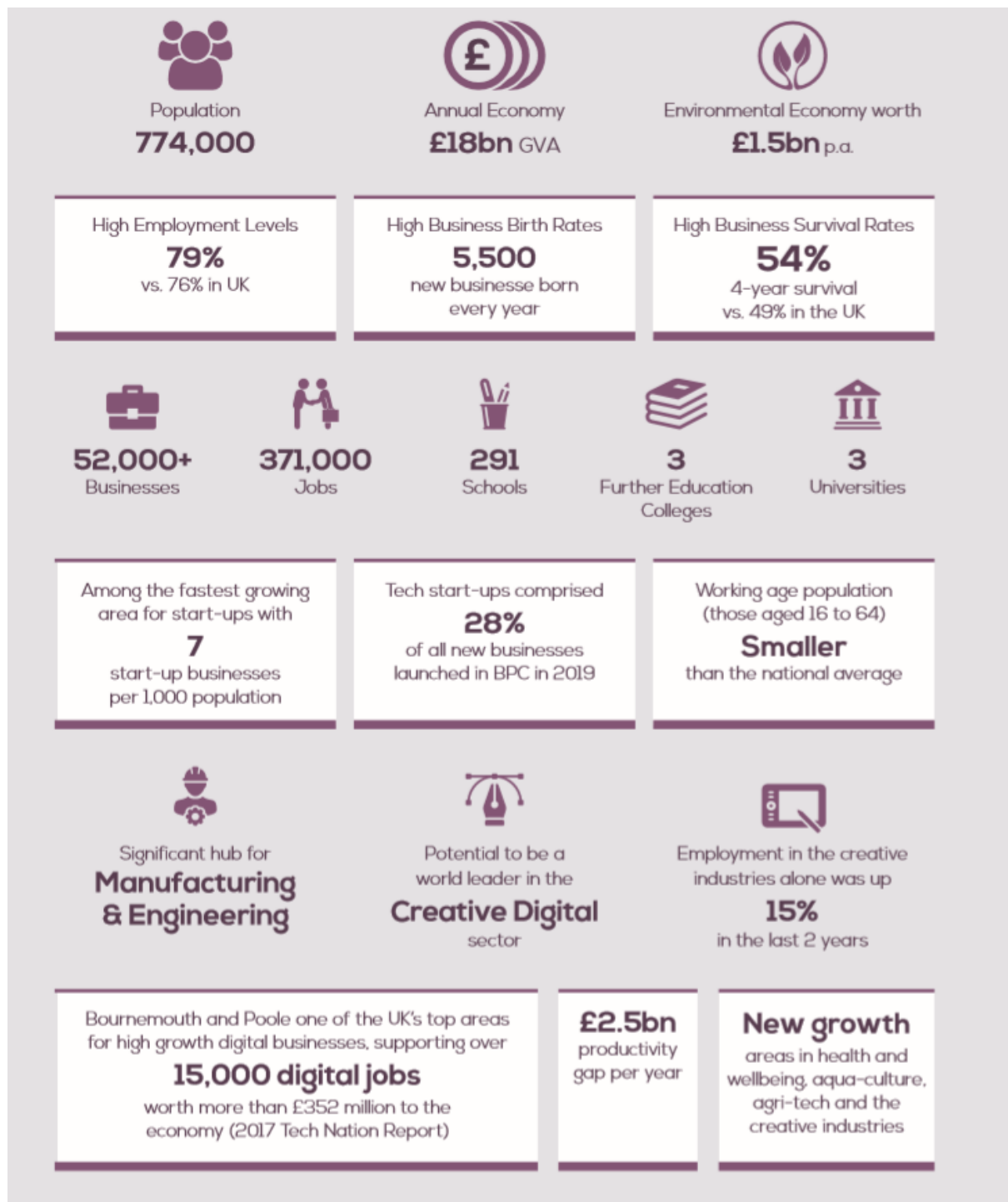
## ACTIVITIES AND ACHIEVEMENTS

Our work focuses on securing funds to invest and deliver projects that bring long-term economic benefits to Dorset. Working in partnership with government, Dorset's two local authorities, businesses, and education providers, we're providing better infrastructure, new jobs, access to housing, enabling developments in skills and supporting businesses across the region.





## Section 3: Key Facts about the Dorset Economy







### A snap shot of nationally and internationally important firms

#### Large employers

Meggitt  
BAE Systems

McCarthy & Stone  
Clipper Contracting  
Harbour Hotels  
Westover Group  
DB Foods  
4Com  
Dextra Group

New Look Retailers Limited  
Hall and Woodhouse  
ADDO  
Ultra Electronics  
Norco  
RNLI  
Barclays  
Redweb  
Vitality  
Jordans & Ryvita  
REIDsteel  
MoD

#### Foreign Owned Businesses

J.P. Morgan  
Sunseeker International Limited (Poole and Portland)  
Diligenta 2 Limited  
Wartsila Power Systems  
Ageas Retail  
Cobham plc  
Siemens Plc  
Atlas Elektronik UK Limited  
Curtiss-Wright Avionics and Electronics  
Magellan Aerospace  
Arthur J Gallagher (AJG)  
Honeywell Analytics Ltd  
Tea India Ltd  
Hilton Worldwide  
Thomas J Fudge  
LV=  
Honeywell Aerospace Bournemouth  
Caterpillar Marine Power UK Ltd  
Babcock International  
Tetra PAK CPS Limited  
Merlin Entertainments Limited  
Farrow and Ball  
Merck (Sigma-Aldrich Company Limited) (Gillingham)

#### Scale-ups

BOFA International  
Onbuy.com

Ceuta Group  
AFC Bournemouth  
Beep Digital  
Haystack Dryers  
PKF Francis Clark  
ABP  
Charles Trent  
Lush  
4Com  
3 Sided Cube  
Ford Civil Engineering  
Nourish  
Solentim  
Mr Lee's Pure Foods  
Kortext  
My mhealth  
Ratio  
Pukka Pads  
Xihelm  
Iracroft  
Loop Technologies

## Section 4: Strategy

### Dorset Investment Prospectus (published March 2021)

Working with our partners over the last year we developed an investment prospectus for Dorset - an investment portfolio that will enable investors to easily discover the unique opportunities Dorset has to offer based on tangible assets and investment. In the next decade the Dorset Investment Prospectus aims to deliver:

- a £24 billion uplift to the local economy
- 48,000 jobs
- 480,000 sq m of new commercial floorspace
- 8,600 new homes
- while protecting and enhancing Dorset's world-class environment.

Dorset's Living Better Prospectus sets out an investment portfolio over the next two to ten years to inspire confidence and growth in our economy, particularly from private investors. Our attention focuses on both immediate responses to COVID-19 as well as longer term economic recovery, set in the context of an economic landscape shaped by the UK's new global position, to secure a prosperous future for all with solutions that meet the challenges of climate change and our future health, head on. From our growing city region to our globally recognised coastal and rural landscapes, we have untapped potential to inspire, excite and lead in equal measure. It has been a challenging time, but we can turn that challenge into opportunity and accelerate a better recovery for Dorset - one that reaches all our communities and puts us at the centre of a global recovery.

The Dorset Living Better Prospectus builds on four areas of existing portfolio strengths – Living, Natural, Smart and Wellbeing, each with a strong background of investments made in these areas to date. It sets out how Dorset can embrace technology to be at the forefront of confronting some of humanity's biggest challenges – from an ageing population, to sustainable food production, to tackling climate change and cyber security - while also growing the local economy.

The Dorset Living Better Prospectus details how key sectors in the Dorset economy including health, finance, defence and aquaculture can evolve and attract new investment, and why 5G connectivity is a vital catalyst for innovation, social inclusion and wellbeing and it focuses on why some of Dorset's unique attributes, including an older population, one of the best integrated care systems in England, and an outstanding natural environment, can be harnessed for social good and economic gain.

You can review the opportunities in our full Dorset Living Better investment prospectus on our dedicated webpage (<https://www.dorsetlep.co.uk/dorset-investment-prospectus>) as well as our [Executive Summary](#).

### Dorset Local Industrial Strategy (published 2019)

Dorset LEP, working in close collaboration with local businesses, organisations, Bournemouth, Christchurch & Poole Council (BCP) Council and Dorset Council, has led on Dorset's Local Industrial Strategy (LIS). It is a twenty-year plan to increase productivity, innovation, earnings and wellbeing across the county, delivering on an ambition to create a local economy that is sustainable, innovative, resilient and inclusive. Dorset aims to double its productivity and economic output to £35.6 billion over the next twenty years, generating 80,000 jobs, building around 78,000 new homes, and creating a local economy that is sustainable, innovative and inclusive.

We currently await feedback from Government on the [draft LIS](#) for Dorset, submitted in December 2019 and approval delayed due to the covid-19 pandemic. The [visual summary](#) of the LIS is a great introduction to the key highlights of the document.



## Dorset Local Skills Report (published 2021)

Developed by Dorset's [Skills Advisory Panel and Board](#) and coordinated by Dorset LEP with extensive partnership support and intelligence gathering, the [Dorset Local Skills Report](#) is the go-to evidence base for local skills insights and initiatives. Arriving at a momentous time when the county is cautiously moving into recovery from the effects of a global pandemic, this report offers a reflection on Dorset's skills journey to date and outlines the strategic direction of travel that will enable people, business, and communities in our county to build back, to aspire, thrive and prosper going forwards.

Drawing on our regional skills and labour market strengths, challenges and ambitions, this report aims to act as a springboard for future engagements, creative partnerships and conversations, where a diversity of voices from across the skills spectrum are heard, including employers, educators, learners and policy makers. It offers a wealth of insights and ideas for use by any individual or organisation with an interest in skills development in Dorset.

## Dorset Investment Prospectus (published 2021)

Dorset LEP is developing an Investment Prospectus for Dorset. This document will be used to showcase to investors the opportunities Dorset has to offer and is, therefore, a key mechanism through which the LIS will be operationalised. Stakeholders across the region, including all businesses, have been able to contribute to this document.

The Dorset Investment Prospectus will set out an investment portfolio over the next two to 10 years to inspire confidence and growth in the Dorset economy, particularly from private investors.

Attention will be focussed on both immediate responses to the pandemic as well as longer term economic recovery, set in the context of an economic landscape shaped by the UK's new global position, to secure a prosperous future for all with solutions that meet the challenges of climate change and our future health, head on. The Dorset Investment Prospectus is currently in development and due to be approved by the Dorset LEP Board in early 2021.

## Horizon 2038 (published 2018)

[Horizon 2038](#) is a sustainable strategy to realise the major ambitions for Dorset's economic growth. This document was created with input from, and engagement with, senior representatives from across key sectors including local authorities, education, health, business and the natural environment. Horizon 2038 is based on extensive evidence supplemented by consultation with over one hundred specialists from across the private and public sectors, providing significant evidence on Dorset's economy's key growth areas. This document covers opportunities, achievements, challenges, foundations of productivity, and key sector opportunities.

## Strategic Economic Vision

Dorset's strategic economic vision is that by 2033 Dorset will be one of Britain's Core City-Regions, and the most sustainable of these. Its competitiveness will be driven by innovation. In addition to the vision statement, the published [Dorset Strategic Economic Vision](#) confirms Dorset's key sectors and the contribution that each of these sectors makes to the economy as well as actions for each of these sectors, developing new opportunities for growth.

## Section 5: Snapshot of Dorset

### Evidence Base

All strategic documents have been created following an analysis to produce a comprehensive and extensive evidence base. Examples of the evidence produced as reports are:

- [COVID-19 Economic Impacts & Recovery: Dorset](#) (2020)
- [Statement of Intent](#) (2018)
- [Dorset's Economic Ambition](#) (2018)
- [Ambition & Vision for Dorset](#) (2018)

### Economic Profile

Dorset LEP covers an area of 1,025 square miles with a population of 770,700. It contains the two unitary authorities of Dorset Council and Bournemouth, Christchurch and Poole (BCP) Council. Overall, the economy of the area is relatively self-contained with 93% of those employed in Dorset also living here and produces an estimated Gross Value Added (GVA) of approximately £16.8bn in 2015; productivity (GVA per head) is lower than the UK average.

	Dorset	England	Dorset change since 2010
Number in employment (number, 12 months to Mar 2020)	372,300	27,699,500	41,400
Employment rate (% , Mar 2020)	78.9	76.2	6.9
Unemployment rate (% , Mar 2020)	2.5	4.0	-3.2
Output [1] (£bn, 2018)	18.5	1,643.3	4.2
Output per hour worked [1] (£, 2018)	31.11	35.57	4.46
Apprenticeship starts [2] (number, 2018/2019)	6,520	393,380	-2,090
Proportion with NVQ L4+ (% , 2019)	38.0	40.0	8.0
Business Counts (Local units, 2019)	38,250	2,738,545	4,700
Population (Local authority based by five year age band, 2019)	773,800	56,287,000	35,700

## The Place

Dorset has a simplified governance structure with just two Local Authorities. Leaders of both Local Authorities (which achieved England's first unitarisation in a decade in 2019) sit on the Dorset LEP Board and draft their vision for local development plans, aligned with the LIS.

Dorset is an exemplar of sustainable coastal living where new ways of living and working are tackling climate change and where a 'way to age' fit for 21<sup>st</sup> century forms a key economic and social opportunity.

As the newest emerging City Region in the UK, Dorset aims to protect and enhance its unique environmental and cultural heritage while boosting the wellbeing of businesses and the workforce. Our ambition for Dorset is to create a local economy that is sustainable, innovative, resilient and inclusive.

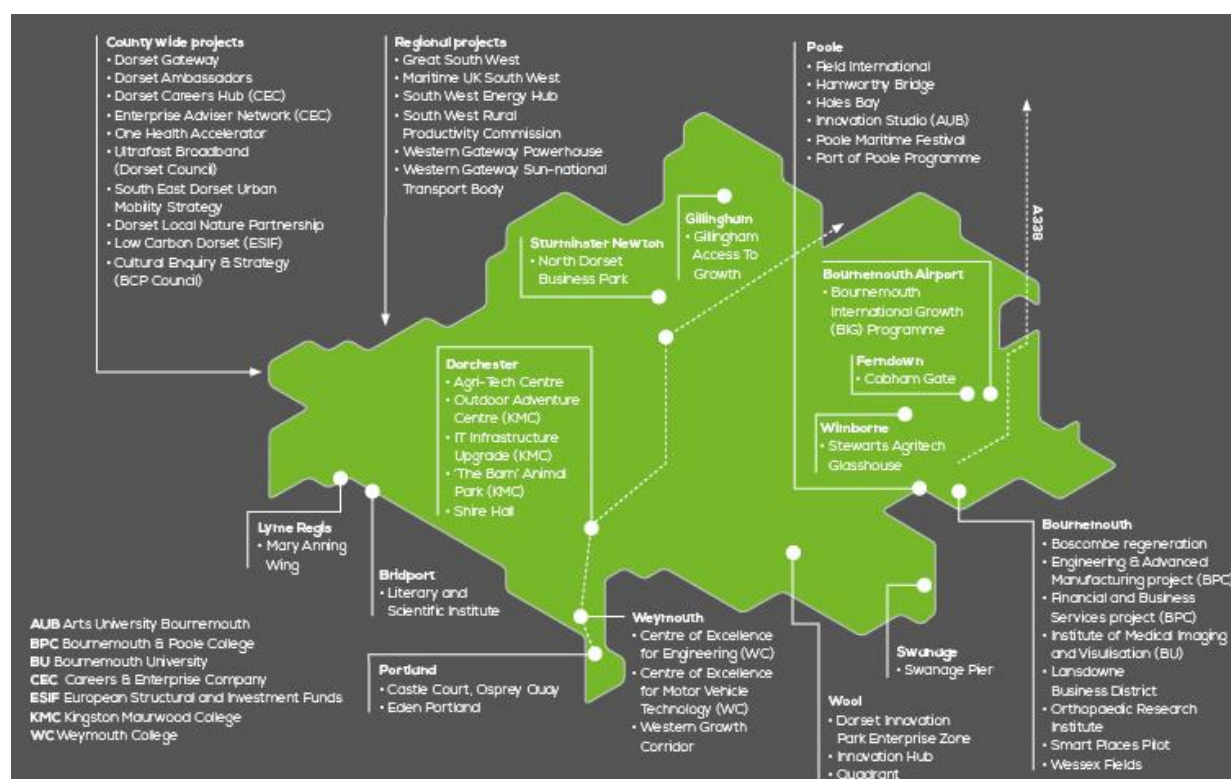
Based on these ambitions, the Dorset 'Total Place Approach' targets new opportunities for the region while building on social, environmental and economic foundations to strengthen the resilience and progression of the region alongside its national and international partners.



## Key Achievements

- **Growth Deal** – £98.4m Growth Deal investment is supporting more than 50 projects and programmes across Dorset, including Bournemouth International Growth (£40.5m) and the Port of Poole (£22m) programmes. Our [webpage](#) details all investments.
- **Getting Building Fund** – Dorset LEP secured £11.8m from the Getting Building Fund to invest in infrastructure projects building on our strengths and leadership in health and agri-tech innovations. Our [webpage](#) details all investments.
- **Growing Places Fund** - provides short-term repayable loans to kick-start economic development projects across Dorset. From investment in business parks, centres and offices to rail crossings and broadband, the GPF loan supports projects that might otherwise have stalled or not got off the ground in the first place. Our [webpage](#) details all investments.
- **Growth Hub (Dorset Gateway)** – supported over 1,700 businesses to date and through unique initiatives, such as bid writing support, has attracted significant investment in Dorset. Dorset Gateway is helping hundreds of businesses through COVID-19 recovery through mechanisms such as peer-to-peer support schemes. See [this webpage](#).
- **Enterprise Zone** (Dorset Innovation Park) - launched April 2017, Dorset Innovation Park is a hub with national significance harbouring advanced manufacturing businesses with specific links to aerospace, marine and defence. A Defence Innovation Centre (co-funded by MOD, Dorset LEP and Dorset Council) is currently being established on the site.
- **Dorset Careers Hub** - funded by the Careers & Enterprise Company we operate Dorset Careers Hub for the entire region, leading excellence in careers support for young people. This initiative brings together schools, colleges, universities, training providers and businesses and has helped Dorset outperform the national average in Gatsby Benchmarks. See [this webpage](#).

A snapshot of support delivered by Dorset LEP is represented in the following image:



## Key Priorities: Innovation

### Health Innovation

Dorset takes a 'One Health' approach which is the interconnectedness of human, animal and environmental health. It is the ambition to achieve the best, cross-generational health outcomes for humans, nature and the environment with organisations working together to revolutionise future living.

Dorset is developing 'accelerator centres' for human, animal/nature and health innovation and testing. An example of this is the Dorset LEP funded Human Health Institute ('Living Lab') which is an integration of health facilities - research, business and public services - through proximity and agglomeration for research and development, trialling and delivery.

Dorset excels in aquaculture. The region is an industry accelerator to make Dorset and the Great South West region the clean growth aquaculture capital of the UK and the Dorset sustainable aquaculture sector has been identified and supported as a High Potential Opportunity for foreign investment by the Department of International Trade.

### Defence and Security Innovation

Dorset aims to be a key revolutionary defence hub for the UK, and a leader in defence innovation across land, sea, air and cyberspace.

Dorset LEP has recently invested £5.7m towards the construction of a new Ministry of Defence (MOD) Defence Innovation Centre at Dorset Innovation Park, which aims to be operational by Spring 2021. The Defence Innovation Centre will provide 1550m<sup>2</sup> new office space for MOD to facilitate the development of new cutting-edge technologies with commercial potentiality and is gaining a reputation for being of national and international significance.

### SMART

The Dorset ambition is to be a digital smart place of exceptional culture, releasing the potential of the very best creative and cultural businesses, and unlocking innovation and imagination.

The region is committed to becoming a first-class, smart and connected digital place supporting the future needs, economic expansion and productivity of industry and has international recognition of the strength of its teaching and research in creative, cultural and digital.

Dorset has a thriving digital economy and nationally significant digital sector. Bournemouth and Poole have been recognised as among the UK's top areas for high growth digital businesses, supporting 15,000+ digital jobs worth over £352 million to the economy. Dorset LEP is investing in Smart Places infrastructure to provide a platform for creative industry growth and embedding digital technology and its application as a central element of the Dorset Cluster.



## Key Challenges

### Infrastructure

- **Insufficient energy supply** – Dorset produces less than 3% of its energy supply and the energy infrastructure is insufficient to supply current housing, business and transport needs. Focus must be on finding innovative solutions to utilise natural capital to develop green energy and clean growth and create an infrastructure that allows Dorset to be energy resilient and use local, renewable energy sources.
- **Poor physical infrastructure** – There are significant constraints on physical transport accessibility to and from Dorset, both from limited infrastructure and congestion. Consultation has shown that specific regional infrastructure challenges experienced by businesses and their staff are major barriers to enabling businesses to start, grow and innovate. Local businesses are increasingly expressing concern around sub-standard connectivity to London, Bristol and the Midlands/North and to/from the West and rural Dorset. Focus must be on gaining investment in our infrastructure (rail, road, sea, air) to tackle these barriers in order to attract industry to the region and increase productivity.
- **Unaffordable housing** – House prices in Dorset are up to 13 times the average salary. The right mix of housing at prices people can afford is essential in attracting and retaining the local workforce and enabling businesses to thrive and grow. A significant portion of our workforce is set to retire in the next decade and the problem of insufficient housing to attract/retain a new workforce will worsen still. Focus must be on ensuring Dorset can develop a range of housing that is affordable.
- **Poor digital connectivity** – A reliable, high-speed digital infrastructure is critical to ensuring economic competitiveness and is a platform to improve the quality of life for residents and the economic prospects for businesses. Dorset has a thriving digital economy and a world leading digital sector but due to its rural landscape, digital connectivity in some areas still remains slow. Poor digital connectivity is one of the main barriers to productivity and focus must be on ensuring the investment needed is driven into Dorset.

### Demographics

- **Ageing population** – Dorset has the oldest population in the UK, which increases the strain on local services and housing provision. A rapidly aging population means there are fewer working-age people in the economy which leads to a supply shortage of qualified workers, making it more difficult for businesses to fill in-demand roles. An economy that cannot fill in-demand occupations faces adverse consequences, including declining productivity, higher labour costs, delayed business expansion and reduced international competitiveness. Dorset's current demographic is where the rest of the UK is set to be by 2050 and a focus must be on gaining investment to capitalise on this opportunity and become a testbed for the future of the UK in everything ageing related, from health to housing.
- **Low social mobility** – Dorset has pockets of low social mobility, particularly in the coastal communities of Weymouth and Portland which are within the most deprived areas in the entire country. Focus must be on support in driving activity to ensure we alleviate deprivation in order for areas of low social mobility to achieve their ambitious aspirations.
- **Major impact of COVID-19** – Dorset's economy has been severely and disproportionately impacted by the pandemic in comparison to the physical presence of the virus, which had been amongst the lowest in the country. The regions usually thriving tourist economy underpins other sectors such as food and drink, retail, creative and culture and predictions are that tourism will be unlikely to return to close to normal until after summer of 2021, with the industry expected to not fully recover for a further three years after that. COVID-19 has, therefore, caused significant employment issues for Dorset and will impact deeply for a considerable duration, more so than in most other places of the UK. Focus must be on recovery driven towards helping those employed in industries most affected.



## Section 6: Governance

Government entrusted LEPs with significant public funds and responsibilities to achieve their objectives. LEPs are accountable to Government through their relationship with Department for Business, Energy & Industrial Strategy (BEIS) and Ministry of Housing, Communities & Local Government (MHCLG). LEPs are subject to regular review by Government in order to assure they are fit for purpose, acting within the governance policies and sufficiently well-resourced to deliver their objectives, particularly in relation to the Industrial Strategy.

LEPs are expected to have clear systems, rules, practices and processes in place to ensure that decisions are made in a transparent manner, by the appropriate persons or groups and on merit. National Local Growth Assurance Framework is the primary document that sets out the Government's operating guidance for LEPs to develop their own Local Assurance Frameworks. Members of the LEP Board, other LEP Committees, Advisory Groups and LEP Officers must work within these agreed governance structures and should at all times demonstrate the highest standards of conduct.

There have been several reviews of LEPs including:

- Ney Review of Local Enterprise Partnership Governance and Transparency (2017)
- Strengthened Local Enterprise Partnerships Review (2018)
- Local Enterprise Partnerships: an update on progress (2019).

### Legal Personality

Dorset LEP is a Community Interest Company, incorporated in June 2016 and is led by a [Board Of Directors](#) which consists of business leaders from different sectors, Local Authority representatives, and Higher and Further Education sector representatives. The [Articles of Association](#) explain our purpose, as well as our duties and responsibilities.

### Local Assurance Framework

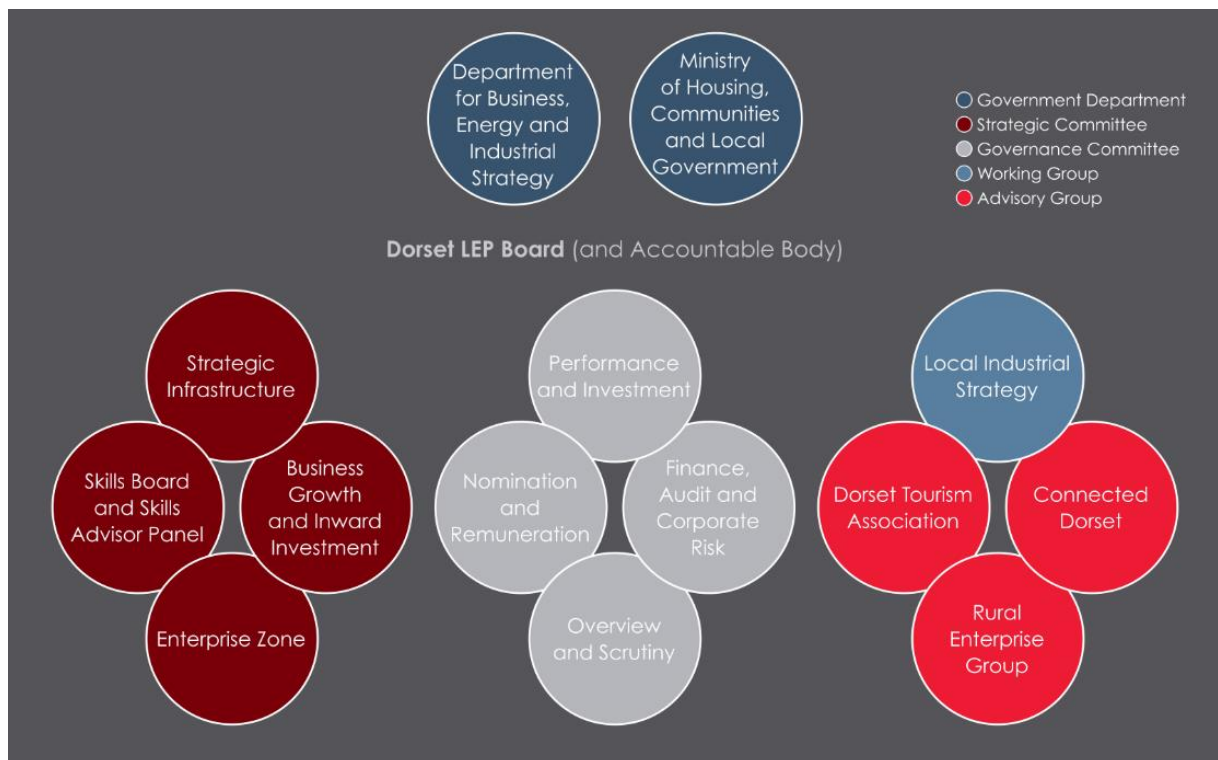
The [Local Assurance Framework](#) is updated annually and sets out how Dorset LEP takes decisions, and the processes undertaken for taking decisions involving public funding. This document covers governance and decision making, transparency, accountability, strategic ambition and direction, roles and responsibilities, policies and procedures, decision making and ensuring value for money and effective programme delivery.

### Governance Structure

Dorset LEPs various committees and working groups are made up of Board members and industry professionals and the Dorset LEP Board is the ultimate decision-making function. All committees have papers and minutes, terms of reference and membership published on their individual webpages.

The role of the committees is to give strategic direction to the Dorset LEP Board on key areas. Dorset LEP committees are outlined in the following diagram and information can be found on the [Governance Structure](#) part of the website.

Each committee is chaired by a Dorset LEP Board member, each group has its own Terms of Reference and feeds directly into the DLEP Board. Following committee recommendations, all final decisions are made by the Dorset LEP Board.



## Accountable Body Function

The Dorset LEP Board, and its supporting governance structure is the strategic body responsible for taking decisions on Dorset LEP business and Dorset LEP programme activity. Our Accountable Body, Dorset Council, is responsible for overseeing the proper administration of financial affairs within Dorset LEP when these affairs relate to public funds. Both work together to agree an effective responsibility arrangement, including defining roles and responsibilities, and mutually supporting each other to provide good governance.

Dorset Council is the Accountable Body for Dorset LEP and it has two key functions:

- **Finance:** holding public funds paid by Government on behalf of Dorset LEP and processing payments.
- **Oversight:** ensuring public funds are handled in line with the relevant procedures and grant conditions and that funds are used with propriety, regularity and deliver value for money. This includes an oversight function of processes such as Dorset LEP governance and transparency arrangements, compliance with the Framework and agreement on scrutiny arrangements, to ensure that the checks and reporting requirements of the Section 151 Officer are met; this includes retaining appropriate documentation on decisions around funding.

The Section 151 Officer is Aidan Dunn, Executive Director (Corporate Development) at the Accountable Body, Dorset Council. The Section 151 Officer has financial and governance oversight of decisions made by Dorset LEP. It is the responsibility of this role to ensure oversight of the proper administration of financial affairs and to offer reassurance that this is carried out to MHCLG and BEIS. The Section 151 Officer is invited to observe all Board meetings, but not entitled to vote or otherwise make decisions. Chartered Institute of Public Finance and Accountancy (CIPFA) have published guidance on the principles for Section 151 Officers in Accountable Bodies. The Section 151 Officer is required to provide Government with an annual assurance statement, reporting on their work for Dorset LEP. A 151 Officer Statement is available in the [Policies & Procedures](#) section of the Dorset LEP webpages

## Audit

Dorset LEP is frequently audited through a range of mechanisms, both internal and external. Internally, the committee primarily responsible for audit is Finance, Audit & Corporate Risk Committee.

### Financial Accounts

Dorset LEP's accounts are held by the Accountable Body of Dorset Council and all transactions, payments and claims on third party grants are, therefore, monitored and recorded by Dorset Council staff.

When a local authority or combined authority acts as the accountable body for a Local Enterprise Partnership, the role of the relevant Section 151 Officer in overseeing the proper administration of financial affairs is extended to include those of the local enterprise partnership.

The [National Local Growth Assurance Framework](#) specifies 'Public funds managed by the Accountable Body will go through their external audit procedures, these will be risk-based which means that they may not receive an external audit every year' (p40). Dorset Council's Annual Audit is undertaken by Deloitte and includes consideration of the Dorset LEP's financial position. The level of scrutiny of the Dorset LEP accounts is based upon the level of materiality in the context of the whole expenditure of Dorset Council.

No general or specific concerns have been raised to the Dorset LEP nor any concern regarding risk.

### Additional audit requirements

Dorset LEP receives grant monies and contractual payments from the following, all of which are paid into the Dorset LEP account held by Dorset Council:

- Department for Business, Energy and Industrial Strategy (BEIS)
- Ministry of Housing Communities & Local Government (MHCLG)
- Department for Education (DFE)
- Careers and Enterprise Company (CEC).

Dorset LEP is asked to report annually to the sponsoring Department, BEIS, on spend and outcomes, including a statement from the Section 151 Officer regarding the quality of control and governance. This is in addition to regular monitoring.

Other Government departments follow the same discipline requiring end of programme reports and evidence of spend, all of which is checked by Dorset Council officers. An example is the Dorset Gateway funding, whereby BEIS requires annually the submission of a document detailing the financial spend, governance approach, detail on compliance with funding requirements, outputs and other key metrics.

The Careers and Enterprise Company operates to an academic year but still requires quarterly reports on expenditure, only paying Dorset LEP on the basis of each claim. Each claim is checked and signed off by a Dorset Council Finance Officer and the Section 151 Officer.

### Previous audits

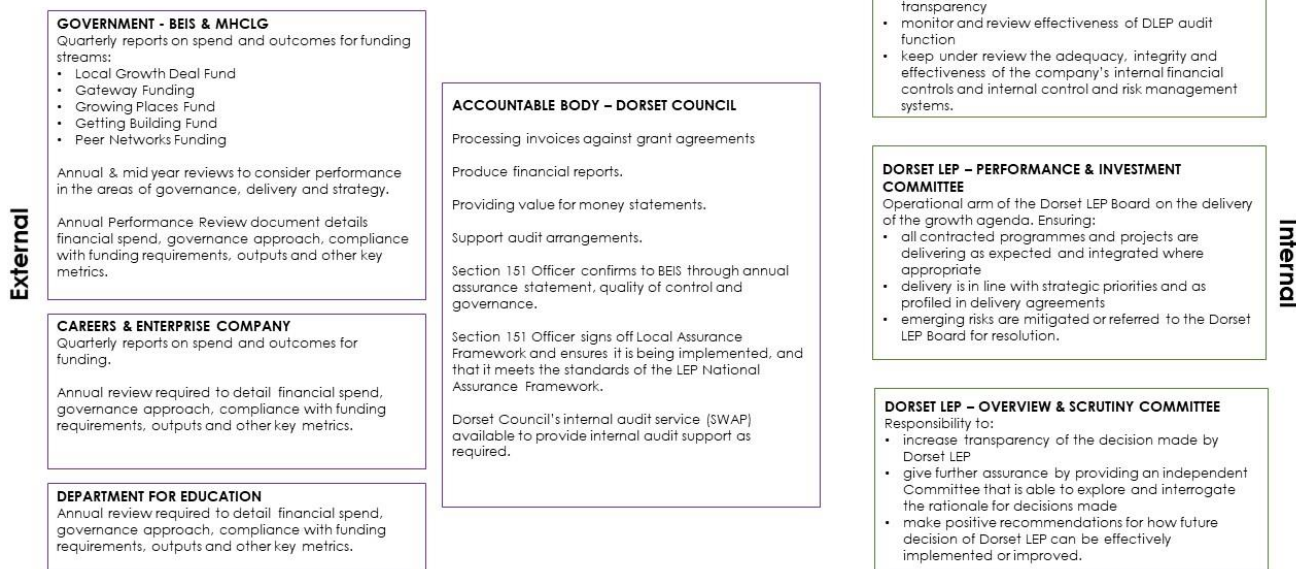
Dorset Council publishes an Internal Audit Plan each year and this may consider issues of joint concerns to the Council and Dorset LEP. For each case the audit process is agreed in advance and the reports/findings are shared and the reports are actioned once agreed between the parties.

Examples of previous audits include that between Dorset Council and South West Audit Partnership in 2018. This was conducted to assess whether the existing governance arrangements ensured Dorset LEP identifies the correct projects to improve the economy of Dorset. There were no significant findings identified during the audit. The Careers & Enterprise

Company and Dorset Gateway are also subject to annual audit and no issues have been raised.

The following image shows the range of audit and assurance mechanisms in place.

# Audit and Assurance Mechanisms



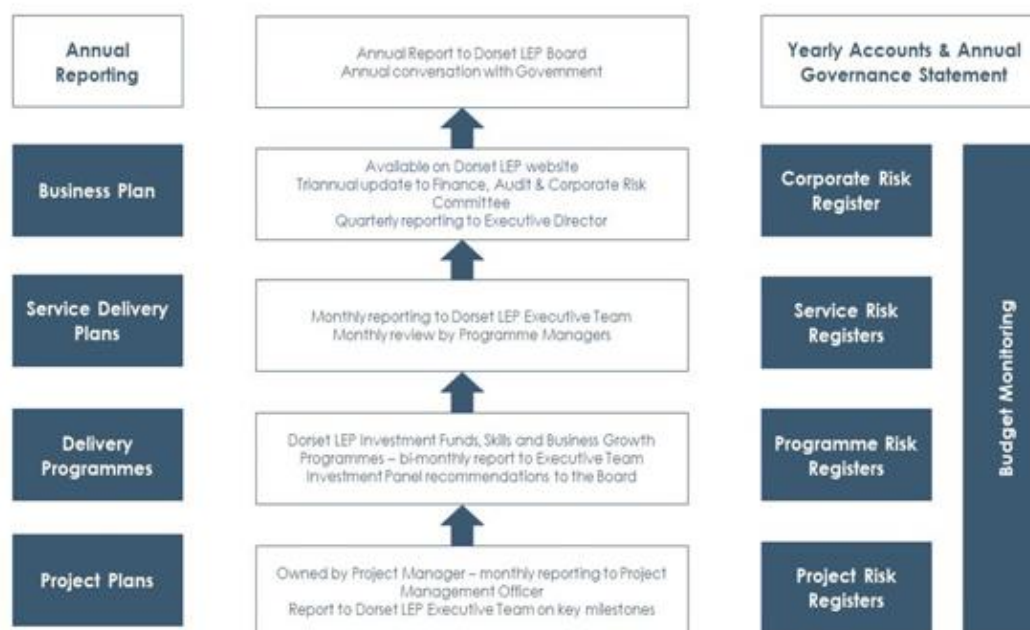
## Risk Management

The [Risk Framework](#) outlines the principles and practice of risk management at Dorset LEP, ensuring that key risks to delivery are identified, managed, monitored and escalated effectively across project, programme and corporate levels.

The Risk Framework covers the approach to risk management including process and activities adopted for identifying and managing risk across corporate, programme and project level. It identifies the roles and responsibilities in active risk management. It also commits to risk management activity aligning to corporate and programme aims, objectives and priorities, encompassing all strategic and operational areas that may prevent Dorset LEP from fulfilling its strategic aims, anticipating and taking preventative action to avoid risk rather than managing the consequences and seeks to realise opportunities that arise from the monitoring of risk.

This framework ensures there is a consistent approach for the identification, assessment and management of risk embedded throughout the organisation, that risk control and mitigation strategies will be appropriate to the scale of risk and confirms that all employees are required to take responsibility for the effective management of risk throughout the organisation. The Dorset LEP Executive Team are responsible for implementing this policy and for the escalation of risks to the Corporate Risk Register as required.

## Risk Management Reporting



## Finance

The creation of the annual budget and sign off of the previous accounts sit within the remit of the Finance, Audit & Corporate Risk Committee, which will make a recommendation to the Board as the decision-making function of Dorset LEP. The accounts are spend thresholds against activity approved by the Board 'up to' specified values. For operational costs these are maximum budgets, not necessarily anticipated spend.

Dorset LEP has responsibility for a range of budgets including Core budget, Local Growth funding, Growing Places Fund, Getting Building Fund, Dorset Gateway funding and Peer Network funding, Careers & Enterprise Company and Department for Education funding. In addition, approving invoices for payment and responsibility for forecasting and setting budgets (at the beginning of each financial year) to deliver Dorset LEP's strategy.

The Accountable Body has treasury management responsibilities, as well as responsibilities related to finance to provide assurance and value for money statements by the Section 151 Officer, providing operational oversight of finances and producing finance reports and processing invoices. The Section 151 Officer is also entitled to comment on the adequacy of the budget plan and has the right to record an opinion, if required, on the financial implication and assessment of risk (such as delivery risks and cost overrun risks) in every Board paper. The Dorset LEP Board does not have to follow the Section 151 Officer's advice but do need to record the rationale for not following it.

## Scheme of Delegation

Dorset LEP has a [Scheme of Delegation](#) which details the main areas of responsibilities and gives clarity as to the level of delegation required.

## Policies & Procedures

Dorset LEP has a number of policies and procedures in addition to those referred to in this section. This includes policies such as Staff Code of Conduct, Decision Making and Due Diligence Policy, Data Policy and Hospitality Register. These are all available online to demonstrate transparency and accountability and can be found in the [Policies & Procedures](#) section of the Dorset LEP webpages.



## Section 7: The Board

### Membership

Dorset LEP is led by a Board of Directors that consists of business leaders representing private and public sectors. In accordance with the Articles of Association, there may be up to 15 private sector leaders, with the option to co-opt an additional five directors for one year. plus one further education representative, two Higher Education representatives and four Local Authority leaders. There is a requirement to have a minimum of 30% of the Board female, raising to 50% by 2025.

Dorset LEP Board members can be in position for a three year term, with the possibility to extend for an additional three years. All current Dorset LEP Board member profiles can be found on the [Board Member](#) webpages.

### Meetings and Papers

Board meetings are every other month and as Company Directors, Board members are expected to attend more than 75% of Board meetings over a twelve-month period. Due to COVID-19, all Board meetings are currently held virtually.

Dorset LEP Board papers will be emailed to Board members one week before the meeting. Board agenda and papers are published on the [Board Papers](#) section of the website and any papers that are commercially confidential are redacted. Following meetings, draft minutes are circulated to the Board and also placed on the website within ten working days of the meeting, minus any redacted elements. Board members are able to make any amendments to minutes in the next Board meeting.

### Key Policies

There are several key policies for Board members as Company Directors. These are:

- [Articles of Association](#)
- [Local Assurance Framework](#)
- [Board Conflict of Interest Policy](#)
- [Board Code of Conduct](#)
- [Board Travel Expenses Policy](#)
- [Data Protection Policy](#)
- [Equality and Diversity Policy](#)
- [Hospitality and Anti-bribery Policy](#)
- [Risk Management Framework](#)
- [Scheme of Delegation](#)
- [Whistleblowing Policy](#).



## Section 7: Dorset LEP Team

The Dorset LEP team is an independent secretariat that exists to support the Board in the delivery of its strategic objectives. The secretariat is independent of the Accountable Body in order to comply with the National Assurance Framework.

The Dorset LEP team is employed by Bournemouth University and all staff are seconded to Dorset Local Enterprise Partnership (CIC) Ltd, usually on a fixed term contract.

The Executive Team comprises of the Dorset LEP Director, the Head of Enterprise, Skills & Industry and the Head of Governance & Operations. The Dorset LEP team includes responsibility for skills, business engagement, programme delivery and communications. All staff can be found on the [Team page](#) of the website.

The Dorset LEP team is responsible for the delivery of key documents such as the [Annual Report](#), which details the successes of delivery over the last financial year, and the [Delivery Plan](#) which details planned activity for a 12 month period. The team is also responsible for the delivery of our key programmes as detailed in the following section.

## Section 8: Programmes and Delivery

There are 7 primary funding programmes

### I. Dorset Gateway

Dorset LEP has secured more than £1,809,000 for [Dorset Gateway](#) from Government to provide an impartial business support service to Dorset businesses. The programme of work is managed by the [Performance and Investment Committee](#). The terms of reference and membership are published on the Dorset LEP website. The Performance and Investment Committee is responsible for monitoring the delivery of the Dorset Gateway and is accountable to the Dorset LEP Board.

The [Business Growth and Inward Investment Committee](#) helps drive and inform elements of work connected to the development of the local business support offering. This is in line with the 'business environment' foundation of productivity that is reflected in Dorset's Local Industrial Strategy. While this committee is not responsible for scrutinising the delivery of Dorset Gateway, they do help to inform and shape the current and future delivery of the project.

### II. Enterprise Adviser Network – Careers & Enterprise Company

Dorset LEP has secured more than £1,219,542 (including match funding) for [Enterprise Adviser Network](#) from the Careers & Enterprise Company to provide support for young adults. Dorset LEP works with The Careers & Enterprise Company (CEC) and local authority partners in delivering a Dorset wide Enterprise Adviser Network (EAN) and Dorset-wide Careers Hub.

The Enterprise Adviser Network is managed by the Dorset LEP Head of Skills, Enterprise & Industry and governed through the [Dorset LEP Skills Advisory Panel & Board](#). Terms of reference for the group and its membership are published on the website.

### III. Enterprise Zone

Dorset LEP was successful in gaining Enterprise Zone status for the Dorset Innovation Park in 2015. Dorset Innovation Park Enterprise Zone is an advanced engineering cluster of excellence for the South West, building on strengths in marine, defence and energy.

Dorset LEP is accountable to Government for the management of the Dorset Innovation Park Enterprise Zone and is working in partnership with Dorset Council to help realise its potential. The Enterprise Zone is overseen by the [Enterprise Zone Committee](#) and Memorandums of Understanding are in place with BEIS. Terms of reference and membership of the committee are published on the [Dorset LEP website](#).

### IV. Growing Places Fund

Dorset LEP has secured more than £22,192,156 (including match funding and reinvestment) for the [Growing Places Fund](#). Dorset LEP was originally allocated £9.7m as a revolving loan scheme to support innovation, productivity and the creation of jobs and housing in Dorset.

The Growing Places Fund is overseen by the Performance and Investment Committee, chaired by the LEP Board Chair, and reports directly to the main Dorset LEP Board. The committee has delegated decision making as per its [Terms of Reference](#). [The Growing Places Fund prospectus](#) clearly sets out the arrangements for identifying, appraising, monitoring and evaluating Growing Places Fund projects and all funded projects can be found on our webpages.

### V. Getting Building Fund

Dorset LEP has secured more than £11,800,000 from Government as part of the [Getting Building Fund](#). Dorset LEP was allocated this funding in 2020 to deliver jobs, skills and infrastructure across the region to target economic challenges as a result of the coronavirus pandemic. It is supporting the delivery of shovel-ready infrastructure projects to boost economic growth, and fuel local recovery and jobs.

The programme is overseen by the [Performance and Investment Committee](#), chaired by the LEP Board Chair, and reports directly to the main Dorset LEP Board. The committee has delegated decision making as per its [Terms of Reference](#).

### Programme Delivery

Dorset LEP has successfully secured £292 million for Dorset across all its programmes and is responsible for the stewardship of public funds across a range of programmes. Dorset LEP processes and procedures for programme and project management reflect [PRINCE2](#) principles and methodologies.

Projects and programmes are reported to the Dorset LEP Board by exception, which means that operational decisions can be taken by each project team, providing they are within the agreed scope for time and cost. Any exceptions must be reported to the Dorset LEP Board for decision.

All awards of funding by Dorset LEP are made through a formal contractual arrangement. This takes the form of a Grant Agreement, Service Level Agreement, Supply of Services Contract or Preliminary Funding Agreement, depending on the nature of the funding being transferred.

All funding agreements for programmes have been professionally drawn up by appropriate legal professionals. They must be signed by at least two parties to include the Dorset LEP Chair and Director (or agreed suitable equivalent) of the funding recipient. No funding can be drawn down without a fully signed agreement in place.

All Dorset LEP projects are contractually committed to deliver a range of outputs and outcomes in return for investment of public funds. Monitoring of successful delivery is carried out through the individual project monitoring documentation, through governance structures and reported to the Dorset LEP Board (bi-monthly) and to Government (quarterly). The Dorset LEP monitoring and evaluation process is included in the [decision making process information](#) and [Monitoring and Evaluation Plan](#), and both are published on the website.

Dorset LEP has a [project grid](#) detailing all projects. The [dashboard and forward plan](#) pages of the website show all of Dorset LEP programmes, summarising the individual projects within each programme, and highlighting progress against delivery of outputs and outcomes. The forward plans outline the key milestones of delivery for each of the projects through due diligence, design, construction and completion.

## Section 9: Collaboration

Dorset LEP works with a number of partners both within Dorset and across the wider region and nationally to ensure that strategic investments aligns with its ambitions and that best practice is shared.

Dorset LEP commits to continue working with the LEP Network through the themed meetings, including the commitment to work with LEPs across the country to shape pieces of work. Dorset LEP is committed to ensuring business, local authorities, the community and wider public are engaged in strategy development and decision-making processes.

Dorset LEP is partnered with a number of different bodies, including local authorities, other LEPs and member organisations to develop and deliver strategy and projects within Dorset.

The Great South West is a key partnership and on-going collaboration with Cornwall & Isles of Scilly LEP and the Heart of the South West LEP. This partnership unites the south west region and creates a clear voice and an ambitious vision for the wider region, which focuses on clean and sustainable growth, utilising the outstanding natural assets and thriving blue and green economies. Read the Great South West prospectus, published in January 2020, online at: <https://greatsouthwest.co.uk/20200108-GSW-Prospectus-final.pdf>

Further information can be found on the [Regional Partnerships](#) section of the website as well as the [Collaboration with Local Partners](#) pages.