

DORSET LOCAL ENTERPRISE PARTNERSHIP BOARD MEETING
28 MAY 2019 FROM 1.30 PM TO 4.15 PM
AT BOURNEMOUTH UNIVERSITY, TALBOT CAMPUS, FERN BARROW, POOLE
AGENDA

Time	Item	Subject/ Title	Presenter	Recommendation
1.30	1.	Apologies and declarations of interest	Jim Stewart	
1.35	2.	Minutes of last meeting and matters arising and Forward Plan	Jim Stewart	
	3.	Guest Presentations		
1.45	3.1	Boardroom Brilliance	Leslie Spiers	For information/training
2.15	3.2	Enterprise Zone	John Adlen	To explore best practice opportunities
	4.	Strategy		
2.45	4.1	LIS Update	Lorna Carver/ Sandra Rothwell	That the LEP Board notes the content of this report and builds on the emerging narrative and issues to provide strategic leadership to shape direction of the Local Industrial Strategy.
2.55	4.2	Housing Update	Catherine Bonnett	1) That the Board note this report and give consideration to role of housing in addressing the need to attract and retain people of working age to Dorset. 2) The Board give agreement for Dorset LEP to explore the potential of producing a non-statutory spatial growth plan for Dorset with key partners.
	5.	Governance		
3.05	5.1	Budget	Lorna Carver	To inform and update the board on final 2018/19 Financial position.

Time	Item	Subject/ Title	Presenter	Recommendation
	5.	Governance		
3.10	5.2	Governance Structure Review	Lorna Carver	1) Dorset LEP Board to approve the changes to the Governance Structure for Dorset LEP. 2) Dorset LEP Board to delegate the implementation of the governance structure, including Board member membership of committees and further recruitment, to the Dorset LEP Chair.
	6.	Delivery		
3.25	6.1	Delivery Plan	Katherine May	1) Dorset LEP Board to approve the Delivery Plan for Dorset LEP for the 2019/20 financial year. 2) Dorset LEP Board to confirm commitment to review Delivery Plan bi-annually and produce a delivery plan for each financial year hereafter.
3.40	6.2	Delivery Update	Katherine May	
	7.	Papers for Information		
	7.1	Sub Group Updates: <ul style="list-style-type: none"> ▪ Connected Dorset ▪ Dorset Tourism Association (verbal) ▪ Inward Investment ▪ Rural Enterprise Group ▪ Skills Update 		Papers to note
	7.2	Communications Update		Paper to note
4.00	8.	Any Other Business		

Note: Date of Next Meeting - 25 July 2019 at The Tank Museum

DRAFT MINUTES

DORSET LOCAL ENTERPRISE PARTNERSHIP BOARD

28 MARCH 2019 AT 10.00 AM TO 12.30 PM

BOURNEMOUTH UNIVERSITY, TALBOT CAMPUS, FERN BARROW, POOLE

MINUTES

Board Attendees:

Alison Moore (AM)
Andrew Wickham (AW)
Arabella Lewis-Smith (ALS)
Emma Hunt (EH)
Cllr Gary Suttle (GS)
Cllr Janet Walton (JW)
Jim Andrews (JA)
Jim Stewart (JS)
Cllr John Beesley (JB)
John Sutcliffe (JSu)
Luke Rake (LR)
Nick Gaines (NG)
Nigel Evans (NE)
Paul Read (PR)
Sara Uzzell (SU)

Also Present:

Bridget Downton (BD) (Purbeck District Council)
Chris Shephard (CS) (Bournemouth Borough Council)
Dan Turner (DT) (BEIS)
Finn Morgan (FM) (Dorset LEP)
Heather Lappin (HL) (Dorset County Council)
John Sellgren (JS) (Dorset Council)
Julian McLaughlin (JL) (Borough of Poole)
Kathryn Hill (KH) (Dorset LEP)
Lorna Carver (LC) (Dorset LEP)
Martina Hanulova (MH) (Dorset LEP)
Matt Prosser (MP) (Dorset Council)

Apologies:

Ian Girling (IG)
Nick Brook (NB)
Nicola Newman (NN)
Cllr Rebecca Knox (RK)
Richard Smith (RS)

Presenting:

Royal Marines
Sandra Rothwell

Item	Notes and Decisions	Action
1.	<p>Apologies were received for: Ian Girling, Nick Brook, Nicola Newman, Rebecca Knox and Richard Smith</p> <p>Declarations of Interest: JA, EH, JS and AW declared an interest in agenda item 6.1</p> <p>The Board confirmed they were happy to ask Arabella Lewis-Smith and Nicola Newman to become directors and members of the Dorset Local Enterprise Partnership CIC</p> <p>JS confirmed that the Board had approved the changes to the Articles of Association by Written Resolution.</p>	
2.	<p>The Minutes were agreed as an accurate reflection of the last meeting. There were no matters arising.</p>	
3.	Guest Presentations	
3.1	<p>Innovation in Military</p> <p>Members of the Royal Marines presented to the Board on their plans for innovation.</p>	
4.	Strategy	
4.1	<p>Local Industrial Strategy Update</p> <p>LC and Sandra Rothwell (SR) gave a presentation to update the Board on the Local Industrial Strategy (LIS).</p> <p>Dan Turner (DT) introduced himself and that he is a Local Industrial Strategy Lead in BEIS. He explained that the LIS feels like a very different process agreed by Government and it will have the Government stamp on it. It will go in front of Ministers. He advised that we should engage with Government ASAP and that they want to work with us, to advise us as we go along the process, to help stop us going in the wrong direction. They are trying to help us put the best document forward to Government.</p> <p>It was explained that the Board would be provided with a one page document that they could use whenever they spoke about the LIS. The LEP would also provide a monthly update report to the Board. It was remarked that a weekly email detailing any big things happening would be helpful.</p> <p>JS mentioned the LIS consultation events coming up in April throughout Dorset and that it would be great if as many Board Members as possible can attend these events.</p> <p>The Board agreed the recommendations in the paper:</p> <p>1. That the LEP Board notes that whilst the LIS is a plan for Dorset, the LEP Board (both public and private Directors) is in a position of leadership of the process. The Board notes and supports the significant time commitment of Board Directors to this process during 2019.</p>	<p>Agreed</p>

Item	Notes and Decisions	Action
4.	Strategy Cont'd	
4.1	<p>Local Industrial Strategy Update Cont'd</p> <ol style="list-style-type: none"> 2. That the DLEP Director undertakes a regular liaison with the CEOs and Place/Economy Directors from the new Dorset Council and BPC Unitary Authority to ensure alignment of economic ambition and implementation. 3. That the LEP Board will seek to follow best practice emerging from previous LIS Waves and will design an appropriate governance structure to support the development process. That the LEP Chair will decide the final detail of this structure on behalf of the LEP Board. 4. That the LEP Board notes the content of this report. 	
4.2	<p>M4 Corridor Update</p> <p>LC informed the Board that work has continued on the M4 Corridor and a business case will be brought to the May Board meeting. She explained that work on Great South West was still continuing.</p> <p>The Board agreed the recommendations in the paper:</p> <ol style="list-style-type: none"> 1. The Board to acknowledge the progress made on the M4 Arc initiative. 2. A further update will come to the May Board. <p>11.20 am Gary Suttle and Bridget Downton left the meeting.</p>	
5.	Governance	
5.1	<p>Assurance Framework</p> <p>KM spoke to the Assurance Framework document. She explained that our Local Assurance Framework must adhere to the guidance laid out by Government in the National Local Growth Assurance Framework. She explained that the document will be reviewed annually at a minimum.</p> <p>The Board agreed the recommendations in the paper:</p> <ol style="list-style-type: none"> 1. Dorset LEP Board adopts the latest version of the Dorset LEP Local Growth Assurance Framework and delegate's authority to the Dorset LEP team to amend any spelling mistakes and small errors including changes to web links. 2. Dorset LEP Board endorses Sara Uzzell as the Equality and Diversity champion. 3. Dorset LEP is committed to continuous improvement of its governance through 2019/20. 	Agreed
5.2	<p>Financial Update (Confidential - Commercially Sensitive)</p> <p>LC updated on the budget.</p> <p>Matt Prosser asked the Board to acknowledge and thank Richard Bates and Heather Lappin for all their work as the LEP's S151 officers and accountable body. He informed that as of 1 April Aidan Dunn will be our new S151 officer.</p>	

Item	Notes and Decisions	Action
5.	Governance Cont'd	
5.3	<p>Budget 2019/20 (Confidential - Commercially Sensitive)</p> <p>LC updated the Board on the 2019/2020 Budget and asked them to approve this.</p> <p>The Board agreed and approved the 2019/20 budget.</p>	Agreed
6.	Delivery	
6.1	<p>Delivery Update (Confidential - Commercially Sensitive)</p> <p>KM gave an update on delivery.</p> <p>Finn Morgan (FM) gave an update on the Dorset Gateway.</p> <p>12.00 pm Nigel Evans and Cllr Janet Walton left the meeting</p> <p>John Sellgren mentioned the problems with BT and Open Reach and asked the Board to acknowledge the problems they have experienced with delivery of the Ultrafast project.</p> <p>KM then spoke to the second part of the delivery paper.</p> <p>12.30 pm AM left the meeting.</p>	
7.	Papers for Information	
7.1	<p>Sub Group Updates (Some papers are Commercial in Confidence - Board Members Only)</p> <p>The Board noted the papers.</p> <p>12.40 pm ALS left the meeting</p>	
8.	Any Other Business	
	<p>Board Membership Project</p> <p>LC informed the Board that Dorset LEP has commissioned a project to explore representation in relation to the LEP's work. Professor Iain MacRury will lead the work, which he is undertaking as part of CPD activity supported via the Tavistock & Portman NHS trust. Board Members are to contact Iain.</p>	

Note: Date of Next Meeting is 28 May 2019 at The Tank Museum

FORWARD PLAN

Dorset Local Enterprise Partnership Board Meetings

2019

Date and Time	Location	Items for Agenda
22 January 1.30 pm to 4.00 pm	Kingston Maurward College	<ul style="list-style-type: none"> • Delivery Update • Budget • Sub Group Updates • Communications Update • Role of the Section 151 Officer • Project Pipeline • South West Energy Strategy • Strategy Update
28 March 10.00 am to 12.30 pm	Bournemouth University	<ul style="list-style-type: none"> • Delivery Update • Budget • Sub Group Updates • Communications Update • Assurance Framework
28 May 1.30 pm to 4.00 pm	Tank Museum, Bovington	<ul style="list-style-type: none"> • Delivery Update • Budget • Sub Group Updates • Communications Update • Delivery Plan • Governance Structure Review
25 July 10.00 am to 12.30 pm	Bournemouth University	<ul style="list-style-type: none"> • Delivery Update • Budget • Sub Group Updates • Communications Update • Governance Update • LIS Update
24 September 1.30 pm to 4.00 pm	Atlas Elektronik	<ul style="list-style-type: none"> • Delivery Update • Budget • Sub Group Updates • Communications Update • Governance Update • Initial review of first outline LIS
28 November 10.00 am to 12.30 pm	Bournemouth University	<ul style="list-style-type: none"> • Delivery Update • Budget • Sub Group Updates • Communications Update • Governance Update • Sign-off final draft of LIS

DORSET LEP BOARD MEETING COVER SHEET

Meeting Date	28 May 2019	Item Number	3.1
Security Level:	Confidential <input type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>
Paper Title	Boardroom Brilliance		
Recommendation	For information/training		
Papers are provided for:	Decision <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>

1. PURPOSE

To provide a refresh of Board Directors' responsibilities in regards to Dorset Local Enterprise Partnership CIC and provide some Board Member training, demonstrating governance responsibilities and national best practice.

2. SUMMARY/BACKGROUND

Dorset LEP received Good for governance from MHCLG in the appraisal process, with some actions for review of the governance structure in the Annual Conversation. Dorset LEP Board committed to continued development of its policies, procedures and governance structure within the Assurance Framework.

The Dorset LEP Team has been working with Board members to review and establish a new governance structure which is fit for purpose and reflects the strategic visioning, delivery and governance arrangements that are needed for Dorset LEP. Further information in agenda item 5.2.

This includes refreshing the responsibilities of Board Directors at the Dorset LEP Board, resetting the strategic nature of the Board with the supporting governance structure providing advice and guidance to the Board as well as having operational oversight.

3. RECOMMENDATION

For information/training

DORSET LEP BOARD MEETING COVER SHEET

Meeting Date	28 May 2019	Item Number	3.2
Security Level:	Confidential <input type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>
Paper Title	Cheshire and Warrington LEP Enterprise Zone Update		
Recommendation	To explore best practice opportunities		
Papers are provided for:	Decision <input type="checkbox"/>	Discussion <input checked="" type="checkbox"/>	Information <input checked="" type="checkbox"/>

1. PURPOSE

To talk about and learn from best practice.

2. SUMMARY/BACKGROUND

Following a visit to Cheshire and Warrington LEP on 6 March, John Adlen, who is the Growth Director for the Cheshire Science Corridor and has responsibility for the Enterprise Zones, is visiting Dorset to share best practice.

3. RECOMMENDATION

To explore best practice opportunities.

DORSET LEP BOARD MEETING COVER SHEET

Meeting Date	28 th May 2019	Item Number	4.1
Security Level:	Confidential <input type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>
Paper Title	The Dorset Local Industrial Strategy (LIS): Progress and emerging content		
Recommendation	That the LEP Board notes the content of this report and builds on the emerging narrative and issues to provide strategic leadership to shape direction of the Local Industrial Strategy.		
Papers are provided for:	Decision <input type="checkbox"/>	Discussion <input checked="" type="checkbox"/>	Information <input checked="" type="checkbox"/>

A. PURPOSE

This report covers two key areas for Board Directors. Section 1 is an information report giving an overview of progress to date across the development of the Local Industrial Strategy (LIS) in Dorset. Section 2 highlights emerging content for Directors to consider and discuss, ensuring they provide the executive with continued focus and strategic leadership.

B. SUMMARY/BACKGROUND

Progress across the LIS programme of development is broadly on-track and this report highlights key activity. It should be noted that the Board LIS Steering Group (who meet monthly) considered the delivery programme in detail at their previous meeting at the end of April 2019. Activity is currently focused on work to compile and analyse a comprehensive evidence base – including quantitative data and a deep dive on emerging priorities. During wider engagement and through the initial economic analysis conducted by Professor Nigel Jump Bournemouth University, a number of themes and priorities have begun to emerge. These are outlined to support wider discussion at the meeting to ensure the Board is supporting next steps and further prioritisation.

C. INTRODUCTION

Since the March Board update on the Local Industrial Strategy, a significant amount of work has taken place through our 'virtual' team approach and making use of existing groups and local expertise. Aligned with the growth of a wide evidence base and building on the strong suite of existing strategies, we have made good progress. Our focus is now on testing these early findings and narrative with a wider business audience – as well as key local stakeholders. We are in the early stages of 'deep diving' the emerging issues to gain the specificity we require as part of our LIS focus. Whilst we are not yet at the stage of final prioritisation – which will also need to be supported with a clear rationale to our evidence base – there are a small number of critical issues that have 'jumped out'. These are highlighted in the report – and initial strategic direction from the Board is now sought.

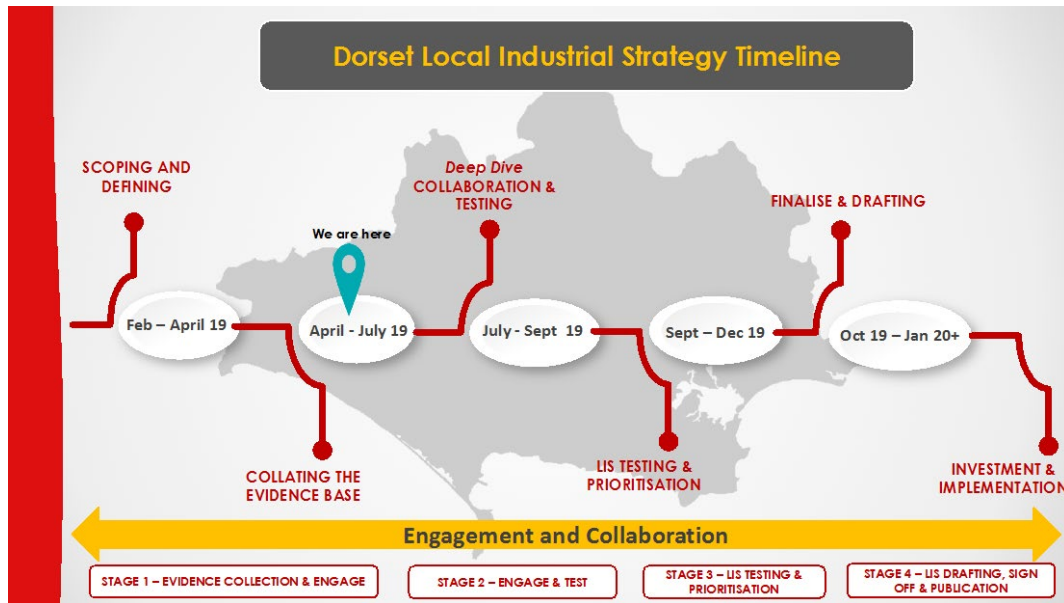
A presentation will accompany this paper during the Board meeting to aid discussion.

D. SECTION 1 - PROGRESS:

A. Programme

Board Directors are receiving regular summary email updates. Feedback as to whether these are in a useful format would be helpful to receive at this stage, so we can ensure most effective on-going communications.

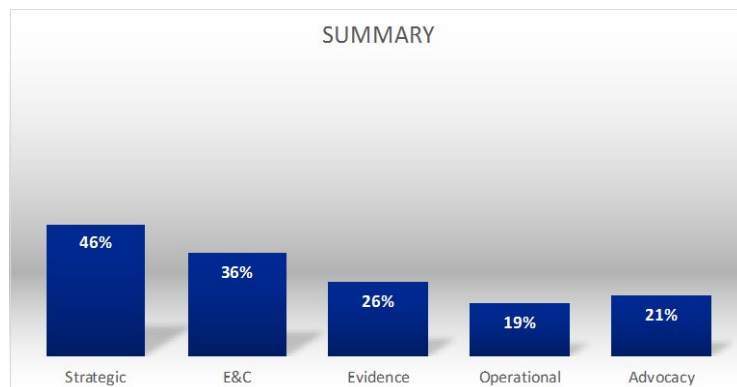
The following summarises overall timeline:



B. Operational overview:

Against overall timeline and specific activities in our programme plan, the following gives a headline sense of percentage progress across:

- Strategic (including scoping strategy landscape, templates for all consultation, monitoring & evaluation framework, editing).
- Engagement & Communications (E&C) (including locality events, blogs, on-line, deep dives).
- Evidence (including evidence pack, narrative, analysis, login chain, LISA, business case development).
- Operational (including governance and formal HMG processes)
- Advocacy (including Whitehall engagement plan, MP and Ministerial briefings, South West LEPs and wider LEP engagement, internationalisation plan).



Progress remains broadly on schedule. The Operational Group members are active and supporting work particularly to ensure a successful approach to the Deep Dives. There is much to do to ensure a comprehensive evidence base which meets the needs of Dorset and emerging LIS focus as well as the LIS analysts criteria – the next Steering Group meeting will be focusing on this work in particular. Where possible we are aligning to existing strategic work and building on this to develop a 'single voice' for Dorset to support economic prosperity. Engagement and communication are an on-going area of priority – and good progress has been made with significant numbers of feedback, attendance at events and connecting with media sources. More work is required to support improved advocacy for the emerging LIS narrative – and this will 'ramp-up' as that narrative becomes clearer. This will include a Whitehall engagement plan to ensure central government opportunities for support are maximised.

C. Risk:

RISK REGISTER			
	20/05/2019		
RISK	Mitigation	Rating	NOTES
Lack of capacity to achieve LIS in timeframe and to quality threshold.	Additional consultant support in place and progressing. Virtual team approach.		Current consultant contract ends June 19. Procurement process commenced for support beyond this point.
Failure to deliver LIS by end of 2019	Detailed project plan and clear milestones in place		Overseen by Steering Grp.
Lack of stakeholder support for LIS content	Comms and engagement plan in place and managed within overall project plan. Support at highest level by LEP Team and Directors. 'Virtual team approach'.		Annual Conference (24/5)
External matters/unforeseen interdependencies impact on LIS sign-off (e.g. IA change, elections, SPF consultation, Brexit).	Scope out interdependencies and engage stakeholders during development process (including local MPs and Members).		Impact of Elections noted.
Failure to engage business community	Work with local business organisations, utilise a range of engagement platforms (on-line, physical).		Comms plan in progress. Additional support procured.
Lack of robust evidence pack/base	Additional capacity on LEP team. Work closely and early with LISA.		Slightly behind target due to volume of data.
Failure to achieve effective and transparent governance	Set-up governance across LEP Board, team and appropriate external orgs. Transparent approach to sharing information - on-line repository and regular comms through a range of channels.		Invites out to independent challenge panel*
Failure to engage diverse Dorset community.	Strong e&d approach to comms plan and good geographical spread of events.		Part of comms plan.

Highlights:

- Overall risk remains in tolerance.
- Two changes from previous register:
 - Green to amber in risk 1 (capacity). Procurement for specialist support for LIS development has commenced ensuring any gap in support is minimised.
 - Green to amber in risk 6 (evidence). Slightly behind timescale target due to volume of evidence. Expect to be in LISA process during June 2019.

E. SECTION 2 – EMERGING CONTENT:

A. Evidence

Work to build a comprehensive evidence base which also meets Government analysis requirements is in train. The next LIS Steering Group (29/05) will be reviewing progress in detail. However, the following areas are beginning to emerge quite clearly. Many of these will not be any surprise to the Board – although the extent of the opportunities/need in some areas is quite stark:

- The DLEP area is below average (3.2%) on productivity measures (GVA) and the gap to the UK average (3.5%) remains persistent (2011-17).
- GVA is marginally higher in Bournemouth and Poole (3.8%) compared to rural Dorset (2.6%).
- DLEP GVA is £29.20 per hour compared to £33.60 per hour in the UK. Overall this equates to an output gap of £2.5bn p.a.
- The DLEP area has fewer people under the age of 50 than the rest of the UK average and rural Dorset has the oldest population in the country (predicted to rise further).
- Social care as a % of total service expenditure is significant. In 2016/17 England = 26%; Dorset = 40% (which was a 5% increase in 5 years).
- Dorset = double national average spent on 65+ care (as a total of expenditure). This does not equate to spend per head, where Dorset falls below many other areas.
- 15.8% of 24 – 35 year olds own their own home in rural Dorset. The lowest of any local authority area.
- Density of skills gaps (i.e. no. of employees not fully proficient): Dorset = 5.5%. England = 4.4%
- Largest gaps in vacancies include care, professional services and skilled trades. (Employer Skills Survey 2017).
- It is estimated that by 2040 there will be almost 1 person of state pension for every person of working age – an old age dependency ratio of nearly 1.
- HE provision: 1 place for every 56.3 people in DLEP area. (21.2 in WECA and 26 in Solent area).
- Estimated turnover of active University spin-offs between 2014 and 2018: BU (formal spin-off not HE owned) = £2m. (University of Southampton = £79m).
- 77% of Dorset's business community employ less than 5 people.
- Scale-ups: Growth rate in DLEP area per 100k pop: 2013-16 = 1.8; 2014-17 = 3.1.
- Employment in creative industries has grown 15% in the last 2 years.
- Bournemouth has 2.5 times the size of financial and insurance activities than the 'average' profile in the UK
- Dorset's environmental economy is estimated to be worth approximately £1.5bn per year – equivalent to 8%-10% of the overall economy

We are aiming to commence the formal LISA process to 'test' our evidence base in June with publication of our evidence pack expected by end of July 2019. From this we will be

building a clear 'logic chain' with which to assess the applicability of our priorities as they emerge.

B. Narrative

Professor Nigel Jump has drafted a first 'economic narrative' which will be further tested at the DLEP Annual Conference. Feedback from the audience will be given at the Board meeting. **The Board is asked to consider this narrative for discussion at the Board.** In *headline*, the narrative outlines:




A DYNAMIC COASTAL CITY REGION

- A new sustainable engine for urban productivity, driving productivity-led growth across the whole region.
- Value-driven and underpinned with innovation & local skills.
- Working across Dorset to grow human and productive capital, such as:
 - **clusters of ideas:**
e.g. in creative, engineering & health innovation
 - **clusters of people, assets & business**
- Using the data and technology revolution to better support an ageing population.



BESPOKE CONNECTIVITY FOR HIGH PRODUCTIVITY

- Pursuing better virtual and real communications.
- Tackling coastal congestion with novel solutions.
- Linking to the M3/M4/M5 corridors.
- Improving the infrastructure for Dorset's 'chain' of towns.
- Dynamic 'centres' for sustainable futures.
- Building physical & intellectual capital: such as supporting demand-led education and our SMEs to invest, innovate and export.



SOCIAL AND ENVIRONMENTAL FUSION

- Achieving prosperity and growth through a harmony of natural and human capital.
- Transforming and preserving our environment.
- Tackling climate change through ideas, infrastructure and people.
- Supporting a flourishing ageing population which is also appealing to the young, through innovation and capacity in health, leisure, the natural environment and culture.
- Net gains in 'green & blue' services/amenities
- Embedding the foundations of productivity to promote business and social well-being.

C. Testing, priorities and making choices

Whilst the evidence base and narrative help us to begin to focus, a further 'deep dive' process is required to ensure our LIS is as specific as possible in key areas. To support the development of content, existing groups of expertise have been asked to develop a business case approach to the development of these priority areas. These will be tested against our evidence base in a logic chain approach, aligned with Government thinking and ultimately tested by the Board. The following work is in progress/emerging:

- *Health and an ageing population:* **Dorset LEP 'Ageing' Grand Challenge Board.** Re-imagining the critical factors associated with an ageing population and enhancing them as economic opportunity,
- *Skills:* The **Dorset Skills Board** – linking to activity as part of the Skills Advisory Panel and emerging Skills Strategy for Dorset. Growing human capital to address critical issues in the workforce.
- *Rural:* **DLEP Rural Enterprise Group** to build on SW rural productivity findings which have most resonance for Dorset.
- *Environment:* **Dorset Local Nature Partnership** - environmental excellence across the City Region. Building on concepts of natural capital and 'net gain'.
- *Housing:* **DLEP Housing Group.** Housing at the centre of a 'perfect storm' and critical to a sustainable workforce.
- *Sector productivity issues:* Various groups including: Advanced Manufacturing and Engineering, Maritime Hub (linking to June events and SMART PORT opportunity), alignment to HPO (aquaculture) and sector initiatives including creative, finserve/fintech, agritech and aerospace.
- *Technology:* Alignment of **Smart City** and extending this to SMART 'connected' towns and villages.
- *Connectivity:* **Transport Board** priorities on intra- and external connectivity. Alignment to growth ambition within spatial plans.
- *Culture:* Alignment to Cultural Enquiry findings and adding value to rural Dorset. Culture as a gateway to inclusion and relevance to young and old.
- *Defence:* Building on the innovation identified previously to the DLEP Board.
- *Place:* Re-imagining the seaside town as a vibrant **Coastal City Region** alongside vibrant, connected coastal towns.

Directors will also be aware that we are seeking to speak to a number of strategically important companies across Dorset to 'deep dive' across some of the finer grain issues emerging. This is still in progress, but it would be helpful if Directors could share progress in discussions they have had to date – and reflect on the suggested areas for 'probe' previously sent.

D. Board discussion

A presentation will accompany this report to aid Board discussion. However, there are a number of issues emerging where Board direction is required at this early stage in LIS development. Directors should read this report in conjunction with the 'Housing Update Paper', also on the agenda. Emerging content areas for this discussion include:

- The 'perfect storm' of a rapidly ageing population and failure to attract a workforce of the future.
- The ageing workforce and loss of people of working age limiting business growth opportunities. The potential scale of the next decade's vacancy 'replacement'

requirement could be as much as 50% of current working age population, even before we think about new job creation through new business growth.

- Housing under-supply is a major limiter to supporting workforce growth.
 - Productivity is part of the solution (*less input for greater output*) – but ‘tinkering around the edges’ is not enough.
 - Improved productivity – even to UK average rates – could equate to an additional £2.5bn into the Dorset economy per year.
 - Productivity is also part of a solution for achieving growth and ‘environmental fusion’ – with innovation to drive clean growth and maximising the potential of natural capital.
 - Using an inclusive approach to growth to ensure as many communities as possible contribute to Dorset's economy – maximising the human capital we have.
 - Using culture and the natural environment as ‘attractors’ for new human capital into the area: encouraging new workforces from elsewhere – and making Dorset a more attractive place for local young people to want to stay - for a great career with an excellent quality of life.
-
- *Is the emerging narrative radical enough to tackle the significant issues?*
 - *How do the emerging solutions play-out in a city region context?*
 - *Are the emerging solutions big enough to make a difference?*
 - *Is there the appetite to deliver fundamental change to tackle the ‘perfect storm’?*

E. Board Programme 2019 (LIS)

- **25th July:** Review LISA process findings on LIS evidence base, sign-off required prior to publication. Give direction to ‘Deep Dive’ findings as part of prioritisation process. External support (Cabinet Office Policy Lab anticipated to be in support of this item - may take the form of a workshop as part of the Board meeting).
- **24th September:** Initial review of first outline LIS - decisions on prioritisation required.
- **28th November:** Sign-off final draft of LIS. Discussion on implementation and investment plan.
- **28th January (2020):** Launch LIS and review first draft of implementation plan.

DORSET LEP BOARD MEETING COVER SHEET

Meeting Date	28 th May 2019	Item Number	4.2
Security Level:	Confidential <input type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>
Paper Title	Dorset LEP Housing Update Paper		
Recommendation	1) That the Board note this report and give consideration to role of housing in addressing the need to attract and retain people of working age to Dorset. 2) The Board give agreement for Dorset LEP to explore the potential of producing a non-statutory spatial growth plan for Dorset with key partners.		
Papers are provided for:	Decision <input checked="" type="checkbox"/>	Discussion <input checked="" type="checkbox"/>	Information <input type="checkbox"/>

1. PURPOSE

- 1.1 This paper builds on the Housing Report presented at the March DLEP Board and will focus on the increasing impact the lack of housing and housing affordability has on Dorset's ability to meet existing and future workforce demands. The paper concludes with the recommendation that Dorset LEP works in partnership with key partners to develop a

2. SUMMARY/BACKGROUND

- 2.1 Dorset faces a number of challenges around housing and economic growth, this was clearly highlighted in analysis carried out of behalf of Dorset LEP in the Dorset Economic Ambition 2018 'Dorset is experiencing competitive and virtually full employment but there are concerns about the make-up and retention of existing staff, and about future access to, and attraction of, emerging labour needs.'
- 2.3 This issue is already being felt by many Dorset business and public service providers who sight the retention and recruitment of the staff they need as a barrier to business growth and service provision.
- 2.4 This situation is compounded by the demographic profile of the area 'One of the challenges Dorset faces is that its population has proportionately fewer younger people than is typical for England, reflecting in part its appeal as a retirement destination. Sustaining the dynamism of its economy and satisfying the projected jobs growth generated by Dorset businesses is likely to depend to a significant degree on being able to attract working age incomers to Dorset'. Supporting Dorset's Economic Growth – Future Housing Provision 2016
- 2.5 Drawing upon the emerging Local Industrial Strategy evidence base, the diagram below sets out key challenges facing the area within the context of housing.

Ageing workforce

Dorset has an ageing population and **ageing workforce**.



Dorset has higher than national average numbers of over 65s and lower than average numbers of under 49s.

Overall Dorset is attracting older people and **losing younger residents**.

The ageing population profile is reflected in the Dorset workforce, with significant numbers of workers coming up to **retirement in the next 10-15 years**.

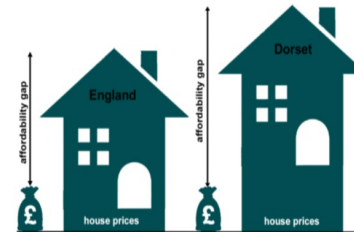
Workforce replacement of between **140,000 to 240,000** over next 10 years*

*DLEP Skills and workforce data analysis 2016 & DLEP

Housing Affordability

Dorset has some of the **worst levels of affordability** nationally

Average house prices in BCP
£314,976
In Dorset
£303,704.80*



With house prices 15.9x average salaries in some areas



*NHF Homes Truths –South West R

Home ownership among 25-34 year olds is the **Dorset area is the lowest in the UK (16%)**

19.1% of 25-34 years in shared private rented accommodation in Bournemouth & Poole

Attracting & Retaining talent

453,000 Dorset's current working age (16-64) population. 58.7% of total population



326,000 total jobs in Dorset

Low baseline number of young people, with inward migration weighted towards over 65s

Poor levels of graduate retention.

Loss of people under the age 35 dropping to just **15%** of total population



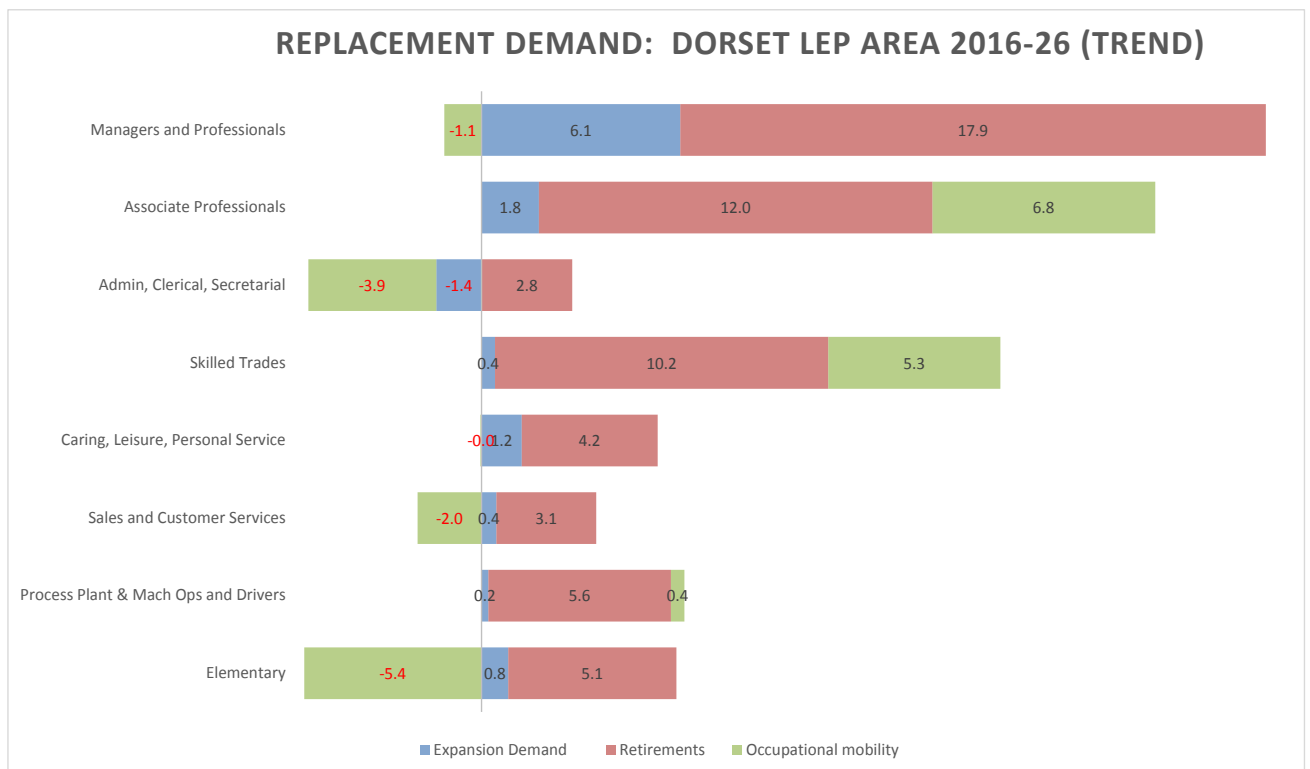
2.5 Aging Workforce

Dorset already has high levels of employment and high economic activity rates within the working age population (those aged between 16 to 64). However, the area's working age population forms a considerably smaller proportion of the population as a whole for the area. Although the overall population is projected to grow in the future much of this growth will be within the 65+ age group. In addition to which there is projected to be a continued loss of young people, particularly those between 20-34, this fall will be on top of an already lower than average number of people of this age group.

This situation is most pronounced in the Dorset Council area, with 28.6% of the population over 65 the area has the highest proportion of any County or Unitary authority in England (UK average 18.1%). The number of over 65's increased considerably over the period 2007 – 2017 with the number residents aged 65+ growing by 22,500 up by 27%, whilst the population of working age residents dropped by 9,100 Dorset CC Topic Report 2019

The general ageing population is reflected in the age profile of the Dorset workforce, with many workers moving into retirement over the next decade. Analysis of workforce retention and replacement indicates the need to replace between 140,000 and 240,000 existing full time equivalent posts as workers retire over the next 10 years. This figure does not include the need to replace workers through migration out of the area, or moves to different occupations and is in addition to the ambition to create 80,000 new jobs by 2038.¹

The table below demonstrates the levels and triggers for workforce replacement demand up to 2026. This clearly shows the impact of workforce retirement on labour replacement in the Dorset LEP area.²



¹ DLEP Skills and workforce data analysis 2016 & DLEP strategic economic plan 2014

² DLEP Skills and workforce data analysis 2016

2.6 Housing Affordability

It is widely recognised and understood that Dorset continues to experience some of the worst levels of housing affordability nationally, with average house prices far exceeding local incomes in all areas, including those with less buoyant housing markets. Dorset has also been identified as being an area suffering from severe rental affordability with average weekly rents at least £50 a week more than social rents in all parts of the county.

Although Dorset has relatively high levels of home ownership with 69% of Dorset's housing being privately owned, ownership is concentrated within the older population. This situation is made worse with Dorset's attractiveness to older people looking to retire and second home owners. The result is that for young people and those who don't already own a home it is increasingly difficult if not impossible to get a foot hold on the housing ladder. Home ownership among 25-34 year olds in the Dorset area is the lowest in the UK (16%)³

In addition to pressures of affordability Dorset also has below national average levels of social and affordable housing and private rented stock. The lack of choice in the market adds to the difficulty for people living and working in the area in finding suitable, decent housing at a price they can afford.

The general lack of housing has led to a marked increase in the number of young people and families in shared accommodation in the private rented sector, which in Bournemouth and Poole is just over 19%, placing it within the top ten areas in the country for the proportion of young people sharing outside of London⁴.

Although recent changes to legislation have seen tighter controls within the private sector, it is still the case that private renting in the UK is more expensive, less secure and in many cases suffers from poor quality of stock. Those living in private rented accommodation are also far more vulnerable to becoming homeless, as the loss of a private rented tenancy is identified as the principle cause of adults and children becoming homeless⁵.

2.3 Attracting and retaining talent

Dorset's high levels of employment bring with it constraints on growth, with the lack of skilled labour seen as a factor preventing local business from growing, along with other issues such as transport and congestion, political uncertainty and increased global completion. Almost a third of vacancies in Dorset are due to skills shortages.

Recent business engagementⁱ has identified the challenges faced by business and service providers in retaining and attracting workers of all skills levels to the area, a problem that they envisage getting worse in the future. The lack of labour is compounded by the projected decrease in the numbers of people aged between 20-34 across Dorset, dropping to only 15% over the next decade.

Dorset's overall workforce is very self-contained, with over 80% of its resident population working in the county. There is limited inward commuting into the area, with only 5% of the workforce travelling into Dorset from the South East for work, of this the overwhelming majority commute from the New Forest. 1% of the workforce

³ Resolution Foundation – Homeownership is rising but the crisis is far from over Dec2018

⁴ Resolution Foundation – Homeownership is rising but the crisis is far from over Dec2018

⁵ Shelter – Homelessness report 2018

commutes in from further South West ⁶. Challenges to workforce recruitment and retention should therefore be seen as a local issue. The area cannot rely on inward commuting from neighbouring areas to address its shortfall in skills and labour.

Despite attracting students nationally and internationally Bournemouth's universities struggle to retain their graduates. Analysis completed as part of Dorset LEP's Statement of Intent 2018 indicated that the number of those coming to the universities to study who left afterwards to work 'bouncers' was 5,000 in 2013/14-2014/15, whereas the retention of graduates was negligible.

2.4 Housing and economic growth

The ageing workforce coupled with population projects for Dorset that forecast the continued decrease in the numbers of people of working age represents a real and growing threat to the Dorset economy. In the Dorset Council (including Christchurch) area in the next 20 years there will be almost be 1 person of state pension for every person of working age – an old age dependency ratio of near 1.

Dorset LEP's Housing Report-Supporting Dorset's Economic Growth 2017 identified the provision of housing as an important constraint on business growth. 'Most of the businesses interviewed saw issues relating to housing as major challenges in recruiting and retaining staff, alongside pay levels and transport links' p34. As highlighted in the March Board report the findings of this housing report have been further substantiated and built on in research and analysis carried out by Metro Dynamics – Statement of Intent for Dorset that highlighted constraints on land and housing and issues of affordability as a barrier to growth within the region.

The outcome is high house prices that are increasingly out of reach for Dorset's residents or people looking to move here – low employment compounds this. This has adversely affected Dorset's demographics by keeping out economically active graduates and young families, although the affordability issue extends to workers of all ages. This places local service provision under intense pressure and has also led to poor graduate retention for Dorset's universities. Many businesses therefore suffer entry-level recruitment problems and are also often unable to replace skilled workers upon their retirement. Dorset Statement of Intent 2018

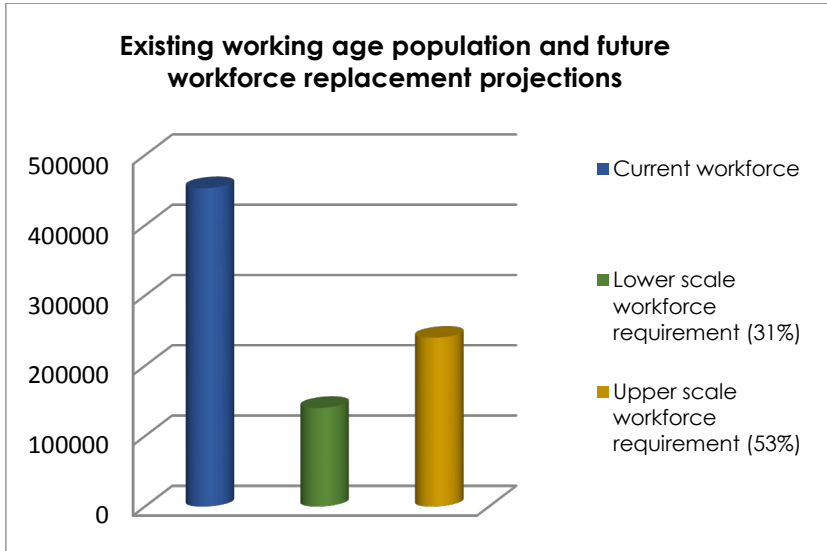
The issue does not just apply to businesses, public service providers are also facing growing challenges in recruiting and retaining staff that are and will continue to impact on the delivery of services across the county and the strength of the local economy.

The Boards attention has previously been drawn to local levels of housing demand and levels of delivery. Local demand for housing has never been higher with a combined requirement for approximately 65,190 new homes over the next 15 years. This is against a backdrop of historical under delivery of housing of all types in Dorset, exemplified by the outcome of Governments latest Housing Delivery Test that showed issues of housing delivery against target remains persistent across the area, with both new unitary authorities including areas of under delivery.

2.5 It is clear that the existing and projected age profile of Dorset, in particular the continued loss of people of working age is, and will increasingly have a significant impact on the areas ability to retain and recruit the skilled workforce required to meet current and future business and service provision demands. Taking a crude look at the projected numbers of vacancies that will arise through retirement over the next 10 years against the existing working age population of Dorset the table below illustrates

⁶ DLEP Statement of Intent 2018

the scale of the issue, with the lower scale projection of 140,000 vacancies equalling 31% of the existing working age population and at the upper end of the projections 240,000 vacancies equalling 53%.



Working age population (16-64) = 453,000¹

Looking at the issue from the standpoint of actual jobs, offers further insight into the challenge facing the area. Adopting the lower scale projection of 140,000 vacancies arising due to workforce retirement equates to **43%** replacement of existing jobs, taking the upper scale projection of 240,000 vacancies is the equivalent of **73.6%** of existing jobs.

- 2.6 Addressing this issue will in part be dependent on providing suitable, affordable housing attractive to working age people and it must be recognised that the area needs to deliver more housing at a rate and pace it has not done over the last 20 years and that to do so will require a step change in the approach to strategic policy making and delivery at a local level. This change will require a more progressive and positive approach towards the development of housing and importantly a shift towards a Dorset wide approach. A first step would be the development of a single spatial, non-statutory Growth Plan that includes key strategic priorities for the area including infrastructure and housing, the economy and environment. Appendix I provides an example of this approach taken by Leicester and Leicestershire.

<https://www.lstrategicgrowthplan.org.uk/about-plan/>

3. RECOMMENDATION

- 3.1 That the Board note this report and give consideration to role of housing in addressing the need to attract and retain people of working age to Dorset.
- 3.2 The Board give agreement for Dorset LEP to explore the potential of producing a non-statutory spatial growth plan for Dorset with key partners.

ⁱ In particular the construction and healthcare sector

LEICESTER &
LEICESTERSHIRE
2050:
OUR VISION
FOR GROWTH

FOREWORD

The Strategic Growth Plan has been prepared by the ten partner organisations in Leicester & Leicestershire to provide a long term vision that will address the challenges we face and the opportunities presented to us. It is a non-statutory plan but it sets out our agreed strategy for the period to 2050. We will deliver the strategy through our Local Plans.

We have listened to the comments submitted in response to our consultation and this document is the final version of the Plan. It explains the approach that we have taken in preparing the Plan, identifies broad locations where we think that development should take place and the infrastructure needed to deliver it. We will now work with local people, businesses, developers, landowners, government and statutory organisations to deliver the strategy and secure the infrastructure which is so critical to its success.

Cllr Trevor Pendleton
Chair, Members' Advisory Group for the Strategic Growth Plan

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Our Partners:



This document has been prepared on behalf of: Blaby District Council, Charnwood Borough Council, Harborough District Council, Hinckley & Bosworth Borough Council, Leicester City Council, Leicestershire County Council, Leicester & Leicestershire Enterprise Partnership, Melton Borough Council, North West Leicestershire District Council and Oadby & Wigston Borough Council.

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LEICESTER & LEICESTERSHIRE TODAY

OUR STRENGTHS:

Great location and connectivity

- at the heart of the UK, with nationally significant road, rail and air services, and businesses that have the potential to export more goods and services

Growing and diverse economy

- with employment opportunities ranging from traditional manufacturing, logistics and distribution to cutting edge, research and enterprise, innovation and technology sectors

Distinctive environmental, historic and other assets

- beautiful countryside, valuable flora and fauna, thriving market towns and popular villages, country parks, waterways and canals

A diverse and multi-cultural city

- with a young population, unique history, global tourism appeal, and attractive city centre with great shops, leisure, arts and entertainment

Three outstanding universities

- globally significant in space, engineering and sports science, and high quality FE colleges.

IN SHORT, A COMBINATION THAT OFFERS EXCEPTIONAL QUALITY OF LIFE AND BUSINESS OPPORTUNITY

Outside the City, an **ageing population**, not economically active but relatively wealthy. A strong influence on the number and type of dwellings

Pressures on existing communities from new development, lack of infrastructure and services such as education and health

OUR WEAKNESSES:

Congestion on our roads and railways - we are tackling this but further investment is needed to continue improvements and support our long term growth

Gaps in the road and rail network - travelling north-south is relatively easy (albeit congested) but east-west links are slow and unreliable

Poor economic productivity per head of population - lower than the national and regional averages

Low pay structure - many highly skilled employees and graduates move away, travel costs are high for those on a low wage making it difficult to access jobs

High levels of commuting - some of the most important employment areas are remote from places where people live

RECOGNISING THE CHALLENGE

Leicester & Leicestershire has huge potential for growth. Located at the very heart of the UK, with a population of over 1 million, a thriving and vibrant city, distinctive and colourful market towns, three universities and an international airport, our economy contributes some £23bn to the UK economy. We have much to offer in terms of quality of life.

We want to play our part in developing the UK economy, improve productivity and create the conditions for growth. We want to increase the speed of housing delivery, remove the barriers that have slowed progress to date, and ensure that there is a good supply of new housing for people who need it. We also want to protect the places and features that make Leicester & Leicestershire special.

If we are to be successful, we need to plan for the future at a 'larger than local' level and for the longer term. This allows us to consider a wider range of possibilities.

The Strategic Growth Plan has been prepared by the ten partner organisations - the City Council, the County Council, the seven boroughs and districts, and the Leicester & Leicestershire Enterprise Partnership - to provide a plan which will shape the future of Leicester and Leicestershire in the period to 2050. It is a 'non-statutory' plan but it provides an agreed framework which we will use when preparing our individual Local Plans and other strategies.

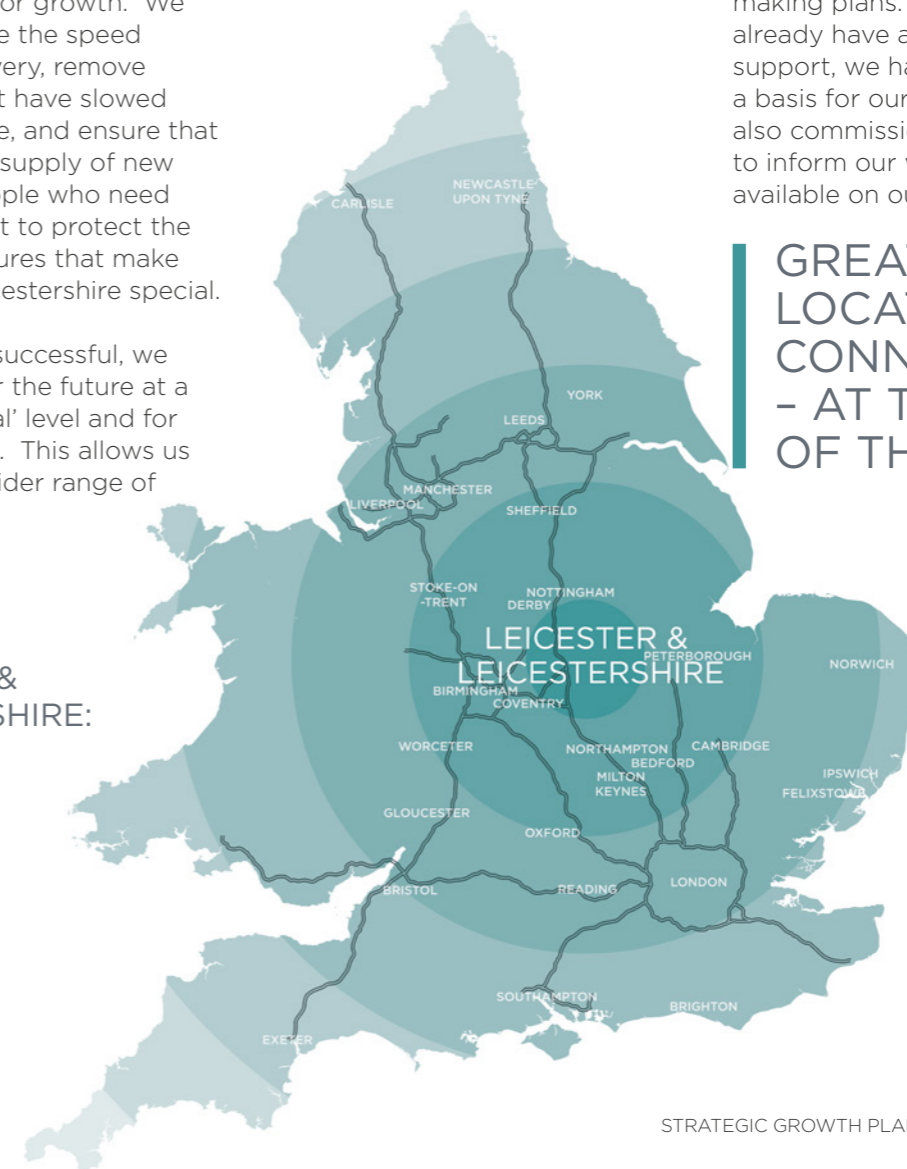
The Strategic Growth Plan focuses on four key matters:

- delivering new housing
- supporting the economy
- identifying essential infrastructure, and
- protecting our environment and built heritage.

We have not started with a blank sheet. Government, local and regional agencies are also making plans. Where these already have a measure of support, we have used them as a basis for our work. We have also commissioned evidence to inform our work and this is available on our website.*

GREAT LOCATION AND CONNECTIVITY - AT THE HEART OF THE UK

FIGURE 1: LEICESTER & LEICESTERSHIRE: A CENTRAL LOCATION



*strategicgrowthplan.org.uk

PLANNING FOR OUR GROWTH AND INFRASTRUCTURE

WHETHER DEVELOPMENT TAKES PLACE BEFORE OR AFTER 2031, IT IS CLEAR THAT MORE HOMES AND JOBS WILL BE NEEDED. WE NEED TO PLAN FOR THIS NOW.

CALCULATING OUR HOUSING AND EMPLOYMENT NEEDS

2011-31 (AND 2036)

The Strategic Growth Plan covers the whole of the period from 2011-50. It is not possible to produce accurate estimates of the scale of growth that is likely to be required for the whole of the period up to 2050 but we can divide it into stages.

Up to 2036, we can use government statistics and economic forecasts to plan with some confidence. The results are set out in our study of housing and economic development needs which calculates the need for both new homes and jobs.¹ Because our Local Plans are being prepared to end dates of either 2031 or 2036, the study sets out our need for new homes and jobs to the same end dates.

The detail is set out in Appendix A but, in summary, across Leicester & Leicestershire we need some 96,580 homes and 367-423ha of land for employment use in the period 2011-31 (See Table A).

2031-50

For the period 2031-50, we can use government statistics and economic forecasts only for the period 2031-36. Beyond that, there are no reliable estimates of population growth or household change, nor economic forecasts, but we need to have some understanding of how much growth we might be expected to accommodate. Having this information allows us to consider a wider range of options than if we were to focus only on shorter term needs.

For the purposes of the Strategic Growth Plan, we have chosen to work with an estimate of our housing needs for whole of the period 2031-50.

These are referred to as our 'notional' needs and have been produced by projecting forward the annual figures given in our study of housing and economic development needs. This indicates that, across Leicester & Leicestershire, we will need an additional 90,500 dwellings in this period.

The results will need to be monitored and reviewed as Government statistics become available but they are considered to be a reasonable basis on which to proceed. If we do not look to this longer timescale we will not be able to plan for, and secure funding for, the essential infrastructure that we need.

In terms of economic growth, it is very difficult to predict needs with any accuracy beyond 2036. We have decided, therefore, not to quantify the need for additional employment land for this period, at this stage. Again, in accordance with normal practice, we will monitor and review needs as necessary.

Our total requirements for the period 2011-50 are shown in Table A on page 5.

ACCOMMODATING OUR HOUSING AND EMPLOYMENT NEEDS

We have analysed the amount of development that has already been built, has planning permission or is allocated in adopted or emerging local plans that have been published. This demonstrates that much of our housing and employment land is already provided for in the period 2011-31.*

Only Leicester City Council has declared that it will be unable to meet its housing needs. We are confident, however, that any shortfall in the period 2011-31 can be met through Local Plan allocations in other areas.

Beyond, 2031, we have assumed that neither Leicester City Council nor Oadby & Wigston Borough Council will be able to accommodate their needs. An important aspect of the Strategic Growth Plan, therefore, has been to consider how any unmet needs might be shared between the other local authorities in Leicester & Leicestershire.

We have decided that these additional needs will be satisfied, in part, by development in strategic locations in accordance with the strategy set out in this Plan.

The agreed distribution will be set out in an agreed statement. In line with the needs of our Local Plans, this will cover the time periods to 2031 and 2036. The statement will be used with the Strategic Growth Plan as the basis for preparing or reviewing Local Plans.

ALIGNING GROWTH, INFRASTRUCTURE AND SERVICES

We are very clear that significant new development cannot be accommodated within Leicester & Leicestershire without significant investment in infrastructure and services. We welcome government's recognition of this problem at a national and regional level, and the investment that is already being committed to projects in our area.

We will continue to work with government, landowners, developers and other stakeholders to accelerate development and to align this with essential infrastructure.

TABLE A: TOTAL HOUSING AND EMPLOYMENT LAND NEEDS 2011-50

Housing	Employment Land (B1/B2/B8) ³	
2011-31	96,580 ¹	367-423ha. ¹
2031-50	90,516 ²	Not quantified at this stage
Total (2011-50)	187,096	

Notes:

1. As shown in *Housing and Economic Development Needs Assessment (January 2017)*

2. 'Notional' needs calculated by projecting forward estimates set out in the *Housing and Economic Development Needs Assessment (January 2017)*

3. Small scale B8 only (i.e. less than 9,000 sqm); the amount of land needed for strategic distribution facilities has not been quantified because it is so heavily dependent upon property market considerations.

* Reference: *Leicester & Leicestershire Housing and Economic Development Needs Assessment (January 2017)*

* Reference: *Joint Position Statement on Housing and Employment Land Supply (March 2018)*

WITHOUT ADDITIONAL INFRASTRUCTURE WE WILL BE UNABLE TO DELIVER LONG TERM GROWTH ON THIS SCALE, OR IN THE TIMESCALE PROPOSED.

To accelerate the speed of development, we will address the lack of essential infrastructure (highway capacity, schools, healthcare facilities, etc.) We will also consider financial viability which can be a problem on some sites. In others, the costs of the necessary infrastructure might need to be shared across several development sites.

We are working with developers, landowners and statutory agencies to remove the barriers to development and will focus on this more intensively as we move forwards. Our highway authorities have already identified key road and rail projects and are progressing these through formal approval and funding regimes. Outside the City, the County Council has summarised the key projects in its 'Prospectus for Growth'.*

Together the City and the County Councils, as highway authorities, are collaborating on a Strategic Transport Plan which will identify additional projects and set out short and long term aspirations for sustainable transport initiatives including public transport improvements, ways of reducing the use of the private car and green transport initiatives.

Other statutory undertakers will be able to use the Strategic Growth Plan and Local Plans as a clear statement of the proposed growth in Leicester & Leicestershire. This will allow them to identify their own investment priorities. We will support them in their requests for funding, lobbying government and supporting applications for funding through the normal processes.

MAXIMISING THE RETURNS ON INVESTMENT

Where infrastructure has already been committed, we now have the opportunity to maximise the returns on this investment and use it to the advantage of our local communities. We have taken as one of the building blocks for our Plan, proposals for infrastructure investment that already have a degree of support from government, executive agencies and other organisations. All of the strategic infrastructure in our Plan is acknowledged as being required to resolve national and regional problems.

Through the Strategic Growth Plan we can maximise the benefits of this investment by focusing growth in areas close to new infrastructure proposals. This does not mean to say that these are the only road and rail projects that are needed to support the growth that we will have. Existing schemes are already in the pipeline (e.g. improvements to the A5, the A511 and Melton Mowbray Relief Road) and we are working to deliver these. Additional schemes will be needed to provide better connections to the strategic network. We will also look for ways to improve public transport, cycling and walking.

In undertaking this work, we recognise that, on our own, we cannot deliver growth on this scale. Government, statutory agencies, landowners, developers and local authorities all have an important role to play in this process. The partnership approach that we have achieved to date provides a secure foundation on which to move forward with other organisations. Without additional infrastructure we will be unable to deliver long term growth on this scale, or in the timescale proposed.

THE BUILDING BLOCKS FOR OUR PLAN

Other agencies are preparing plans and strategies which will influence what we do. In many cases, we have contributed to these documents so their contents are already aligned with our own aspirations. At the same time, the Strategic Growth Plan must be firmly rooted in the character of Leicester & Leicestershire and must protect our environmental, historic and other assets. This chapter summarises the principal building blocks that we have used to prepare our Plan.

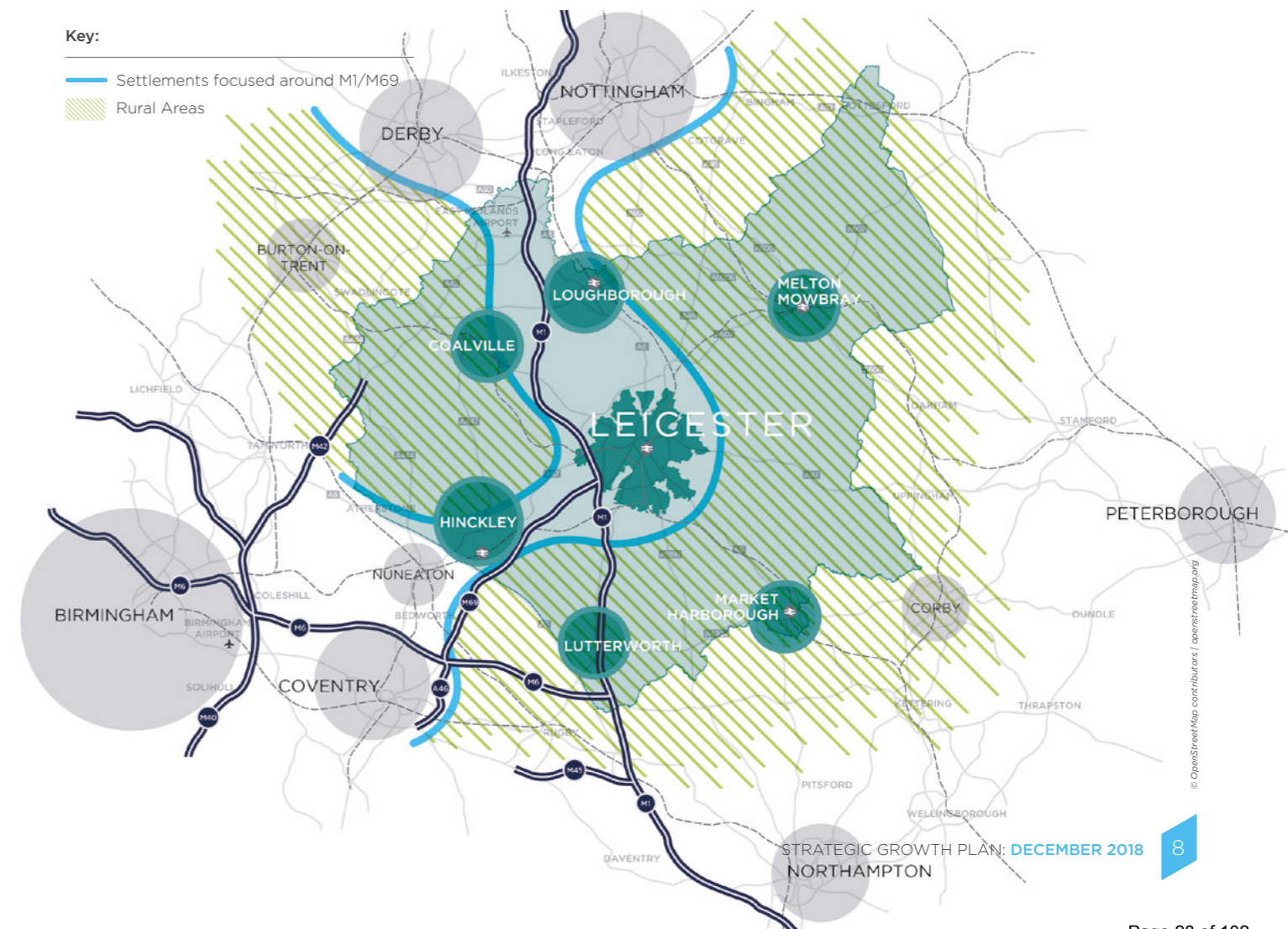
THE EXISTING SETTLEMENT PATTERN

The first building block for our Plan is the settlement pattern that we already have. Looking beyond the county boundaries, the settlement pattern can be described as a series of separate towns and cities, extending from Derby and Nottingham in the north to Coventry and Birmingham in the south-west, mostly focused around the M1 and the M69 with intervening rural areas. On either side, extensive rural areas separate Leicester & Leicestershire from the West Midlands and Cambridgeshire.

Within Leicester & Leicestershire the settlement pattern is quite distinctive:

- A strong 'central' city (Leicester), located at the heart of the County, with suburbs extending into adjoining boroughs and districts. With strong office, shopping, arts, culture, heritage and visitor profiles, the City is a focus for the market towns, rural areas and major employment areas that are linked to it.

FIGURE 2: SETTLEMENT PATTERN



* Reference: Prospectus for Growth, Leicestershire County Council, September 2017

- **A ring of strong, independent and characterful market towns** each connected to Leicester by radial routes and with strong physical, functional, social and economic ties to the City. The market towns contribute much to the character of Leicestershire, are economically buoyant in their own right and are an important focus for local communities.
- **Extensive rural areas** encircling the City and the market towns, villages and hamlets. The landscape is beautiful and varied, and has an economy of its own, from nationally significant agriculture and food production to a growing professional services sector.

Together, this mix of urban and rural areas underpins our quality of life. The long-standing relationship between Leicester, the market towns and the rural areas is a feature that we wish to enhance. It is not lost on us that our settlement pattern resembles that of the 'social city', a phrase coined by the garden cities movement of the early 20th Century to describe a cluster of new garden cities in the countryside. The garden cities movement sought to deliver the perfect partnership between town and country.

NATIONAL POLICIES

The second building block of our Plan is an understanding of national policies. These influence what we can do, particularly in relation to our priority areas: housing, the economy, infrastructure and the environment. They also set the government's agenda for funding so it is important that we reflect these priorities. We want to be ready to take advantage of opportunities that will bring benefits to our area, yet able to control excessive development pressures.

THE INDUSTRIAL STRATEGY

The Government's Industrial Strategy sets out a long term plan to boost the productivity and earning power of people throughout the UK. It provides a framework for our own Local Industrial Strategy* and investment by the LLEP. The Strategic Growth Plan considers how existing employment areas can be supported and where new growth should be directed.

THE HOUSING STRATEGY

Government has also published its strategy for tackling problems in the housing market. This recognises that if more new housing is to be built, at a faster rate, it will have to be accompanied by investment in new infrastructure. The housing strategy also recognises the importance of strategic planning for long term growth.

Government has already committed to new investment in housing, industry and infrastructure in Leicester & Leicestershire through various funding programmes, and more is promised. We want to maximise the benefits of this investment, nationally, regionally and locally.

WE CONSIDER THAT OUR STRATEGIC GROWTH PLAN RESPONDS VERY POSITIVELY TO THE GOVERNMENT'S PRIORITIES FOR INVESTMENT AND NEW PLANNING POLICY

THE NATIONAL PLANNING POLICY FRAMEWORK

The National Planning Policy Framework has recently been revised. The emphasis of the new document is very much on strategic priorities, housing delivery and joint working. It includes a number of significant changes:

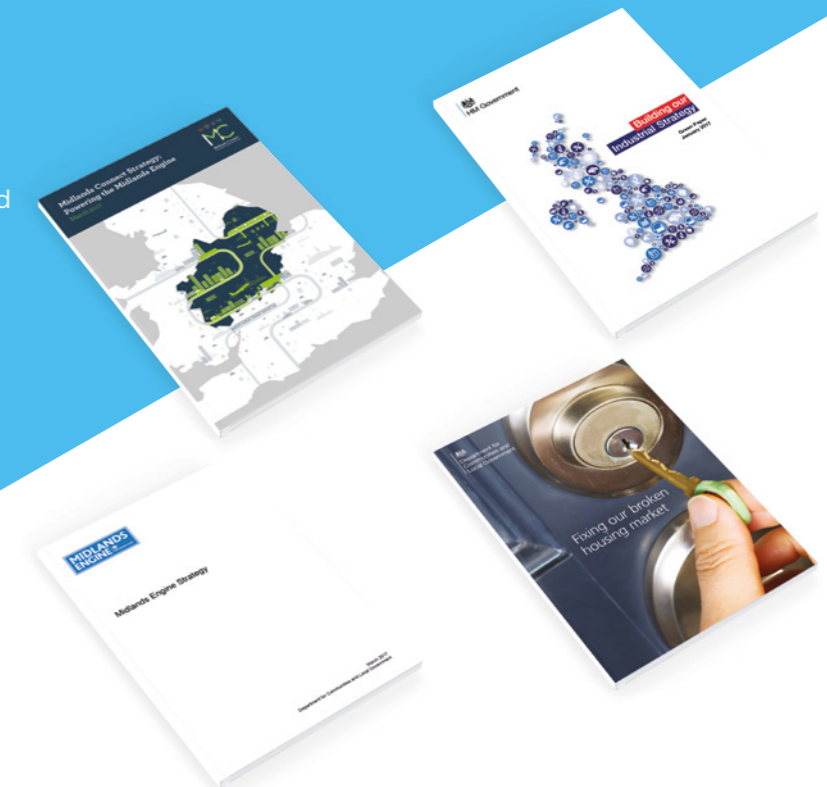
- the re-introduction of strategic planning
- the use of a 'standard methodology' for calculating housing need, and
- the requirement to prepare a 'Statement of Common Ground'.

In terms of strategic planning, authorities must now, as a minimum, ensure that there is a plan which addresses the priorities for an appropriate geographical area. It is acknowledged that in many cases, this will highlight the need for collaborative working on a joint plan.

We have used the standard methodology to calculate housing needs so that we can compare the results with our own study. We have found that, across Leicester & Leicestershire as a whole, the scale of need is very similar, although there are variations at the local level.

In terms of a Statement of Common Ground, our Strategic Growth Plan already fulfils much of what is required: it is a clear statement of acknowledged issues, it identifies our priorities and it sets out an agreed strategy for our Local Plans. It provides a good foundation for future work on our Statement of Common Ground.

Although the National Planning Policy Framework states the government's preference for statutory plans, this has come at a late stage in the preparation of our Plan. We consider that the current Plan fulfils many of the government's requirements. We also have a need for an agreed strategy to set a framework for our Local Plans and investment priorities. For these reasons, we have decided to complete our work on the Plan but we will, of course, consider the need for a statutory plan in line with the requirements of national planning policy as we move forwards.



* Local Industrial Strategies are prepared by economic partnerships when invited by government. The Leicester & Leicestershire Economic Partnership has already been invited to do so.

OUR ECONOMY AND THE MIDLANDS ENGINE STRATEGY

The third building block of our Plan is an understanding of the local economy and how it is supported by the Midlands Engine Strategy. The economy in Leicester & Leicestershire is recovering strongly from the last recession but there is still much to be done. Productivity and wages remain below the national average but we have many important growth sectors and key employment locations.

The Midlands Engine Strategy has been prepared by Government and sets out a collective ambition for economic growth and prosperity. It aligns with the national industrial strategy and highlights how the region can build upon existing business sectors and areas of opportunity. It highlights many of our key industries, universities and employment areas as places of national, and even global, significance.

The Midlands Engine Strategy also recognises the growth potential of major employment areas such as East Midlands Airport, East Midlands Gateway, the two enterprise zones - MIRA Technology Park near Hinckley and the Loughborough & Leicester Enterprise Zone - the logistics and distribution industry and the potential of Leicester City Centre. Since the strategy was published government funding has been put in place for key projects.

THE MIDLANDS ENGINE STRATEGY HAS BEEN PREPARED BY GOVERNMENT AND SETS OUT A COLLECTIVE AMBITION FOR ECONOMIC GROWTH AND PROSPERITY

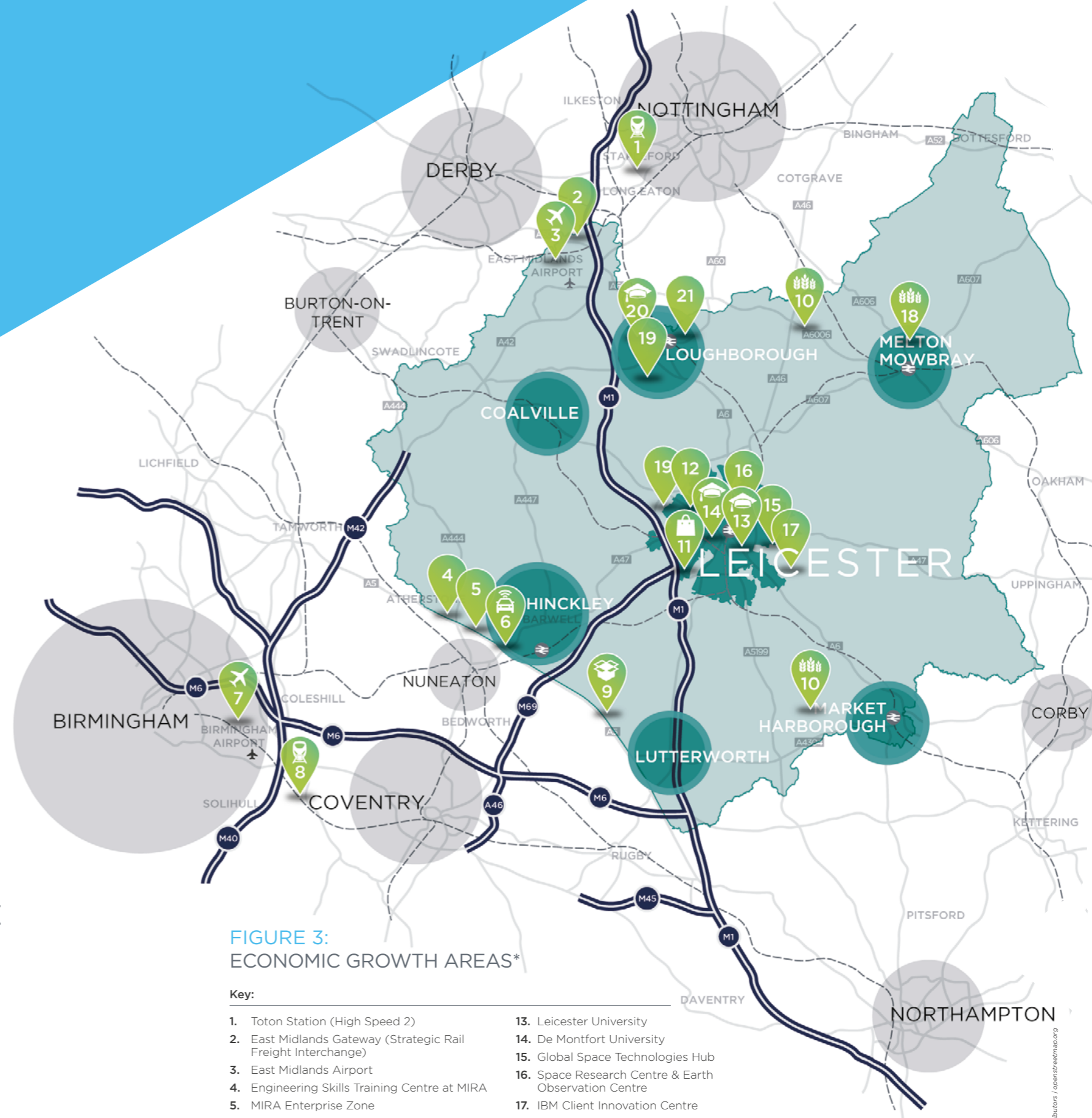


FIGURE 3:
ECONOMIC GROWTH AREAS*

Key:

- | | |
|---|--|
| 1. Toton Station (High Speed 2) | 13. Leicester University |
| 2. East Midlands Gateway (Strategic Rail Freight Interchange) | 14. De Montfort University |
| 3. East Midlands Airport | 15. Global Space Technologies Hub |
| 4. Engineering Skills Training Centre at MIRA | 16. Space Research Centre & Earth Observation Centre |
| 5. MIRA Enterprise Zone | 17. IBM Client Innovation Centre |
| 6. Centre for Connected Autonomous Vehicles | 18. Agri-Food and Drink Processing |
| 7. Birmingham International Airport | 19. Loughborough & Leicester Enterprise Zone |
| 8. Arden Cross Station (High Speed 2) | 20. Loughborough University |
| 9. Magna Park Distribution Centre | 21. Life Sciences Opportunity Zone |
| 10. Agri-Food and Drink Processing | |
| 11. Fosse Park Retail Centre | |
| 12. City Centre and Strategic Regeneration Area in Leicester | |

*Places and activities highlighted in the Midlands Engine Strategy (2017)

INFRASTRUCTURE AND THE MIDLANDS CONNECT STRATEGY

The fourth building block of our Plan is an understanding of the local road and rail networks and how they are supported by proposals in the Midlands Connect Strategy. A particular feature of the road and rail network in Leicester & Leicestershire is its emphasis on north-south movement and the difficulty of east-west movement. All routes, however, are heavily congested and few have the capacity to support growth beyond 2031.

The Midlands Connect Strategy has been prepared jointly by the Midlands Connect Partnership and government agencies. It supports the Midlands Engine Strategy and sets out a series of long term transport investment priorities to help unlock jobs and growth. It proposes a rolling 25-year programme of strategic road and rail improvements around a series of economic hubs and intensive growth corridors.

The Strategy endorses a number of key rail projects in Leicester & Leicestershire including improved rail services between Leicester, Coventry and Birmingham. Key road projects include improving the A5, M42/A42 and A46 to expressway standard, including a new road to the south and east of Leicester linking into strategic highways to the west.

Whilst the electrification of the Midland Main Line north of Kettering will not now proceed as originally planned, we will continue to press for improvements to the track, stations and services to support our local economy and housing growth.

The improvement of the Leicester-Burton Railway Line does not form part of the Midlands Connect Strategy. Currently, the cost of improving the track for passenger use, re-instating stations and operating services on this line far exceeds available funding and the likely income. If viable funding solutions were to emerge, however, supported by new development in the vicinity of the line such that it could be re-opened for passenger use, the matter could be reviewed in future.

Similarly, the railway lines from Leicester to Melton Mowbray and from Melton Mowbray to Nottingham/Newark do not feature in the Midlands Connect Strategy. Improvement of these lines would also improve connectivity and provide additional public transport options to support growth. At present, however, the cost of improved lines and services requires further investigation to establish the economic case and availability of funding solutions.

THE MIDLANDS CONNECT STRATEGY HAS BEEN PREPARED JOINTLY BY THE MIDLANDS CONNECT PARTNERSHIP AND GOVERNMENT AGENCIES

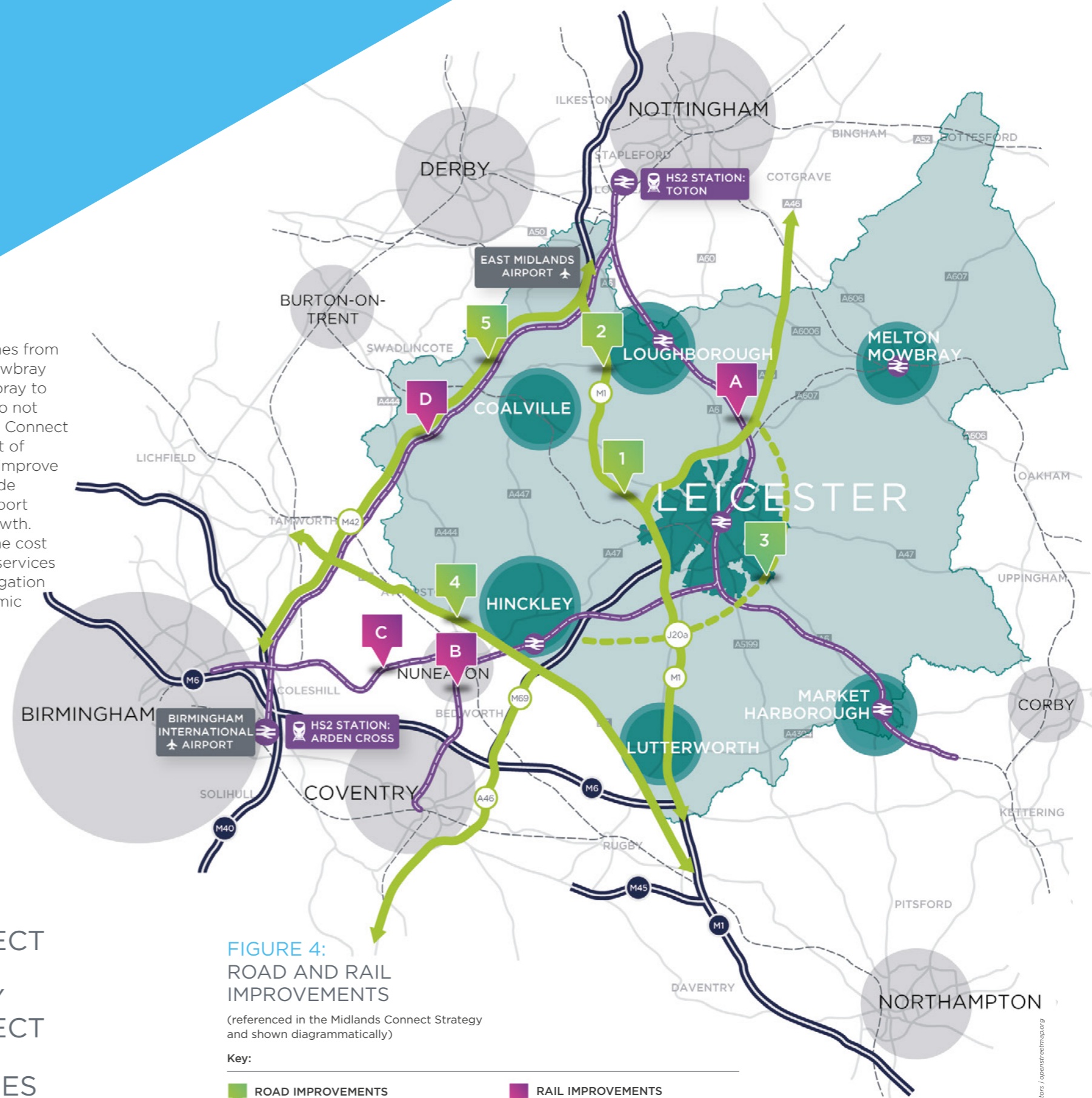


FIGURE 4:
ROAD AND RAIL IMPROVEMENTS

(referenced in the Midlands Connect Strategy and shown diagrammatically)

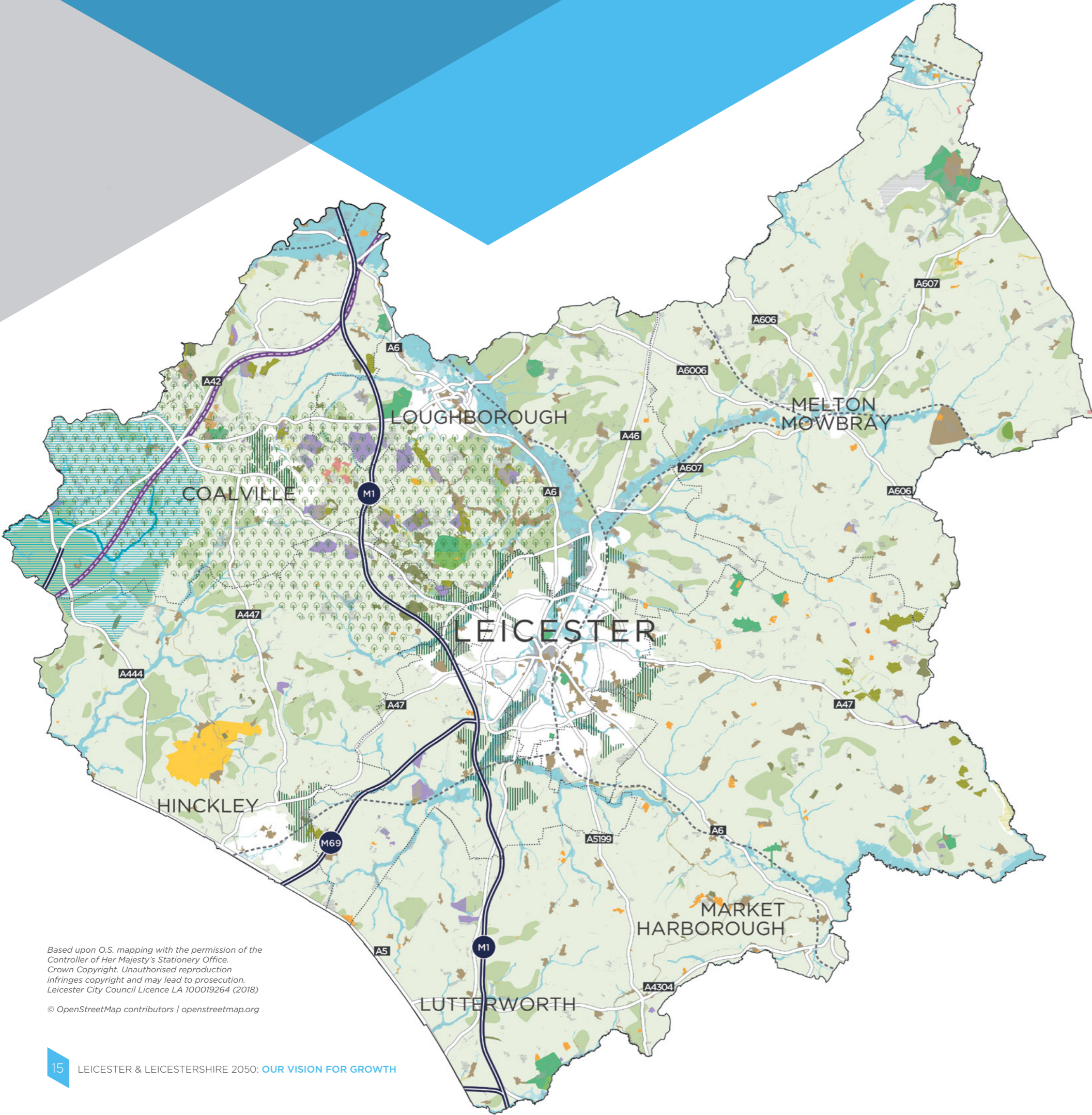
Key:

ROAD IMPROVEMENTS

1. Smart Motorway M1 J19-23a
2. M1 J23/A512 improvements
3. A46 Expressway (route to be defined)
4. A5 Expressway
5. M42/A42 Expressway

RAIL IMPROVEMENTS

- A. Midland Main Line Upgrade and Electrification
- B. Leicester-Coventry Upgrade
- C. Leicester-Birmingham Upgrade
- D. High Speed 2



PROTECTING OUR ENVIRONMENTAL, HISTORIC AND OTHER ASSETS

The fifth building block in the Plan is a recognition of the assets that are most important to us. We have identified key features and designations to help us make decisions about areas that need to be protected (See Fig 5). We have few national or international constraints but there are key features that are important to Leicester & Leicestershire, not least the National Forest, Charnwood Forest, Bosworth Battlefield, areas separating urban areas (our 'green wedges'), valuable landscape and townscape, local nature conservation designations, civic heritage, conservation areas, etc. Many other places are important locally and these too need to be protected.

In a strategic document such as this, it is impossible to convey the range of assets that we have. This information has been assembled, however, and is available on our website. Further detailed information is held by each of the local authorities and will be used to make decisions about potential development sites. Balancing the need for growth with protection of our assets has been a critical consideration.

Difficult decisions have had to be made but we know, from previous experience, that unplanned growth can bring even more unacceptable consequences. We will continue to gather evidence about our assets and how they can be protected as we continue our work on Local Plans.

FIGURE 5: ASSETS

Key:

AGRICULTURAL LAND GRADES:			
	Grade 1		Scheduled Monument
	Grade 2		River Mease Catchment Area
	Grade 3		River Mease SAC
NATIONAL FLOOD ZONES:			Conservation Areas
	Level 3		National Nature Reserve
	Level 2		Geology
	National / Charnwood Forest		LNRs and Wildlife Sites
	Battlefield		Sites of Special Scientific Interest
	Parks and Gardens		Archaeological Alert
	Ancient Woodland		HS2
	Green Wedge		

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OUR OVERALL APPROACH

We acknowledge that Leicester & Leicestershire will grow. Our population is increasing and we need more homes. We have clusters of businesses, universities and research institutions that operate on a world stage. There is a national and regional imperative to provide more homes and jobs.

But we also know that too much growth in particular locations, and insensitive development, is having an adverse impact on our local communities and on our environment. The lack of essential infrastructure is also slowing the pace of delivery.

The Strategic Growth Plan is our proposal for balancing these competing interests. By providing a long term strategy and a framework for our Local Plans, the Strategic Growth Plan gives us the opportunity to identify strategic development locations and the infrastructure that is essential to their delivery.

THIS IS OUR OPPORTUNITY FOR CHANGE

OUR PRIORITIES

During the course of our work we have identified four priorities. They are:

- **creating conditions for investment and growth** - balancing the need for new housing and jobs with protection of our environment and built heritage.
- **achieving a step change in the way that growth is delivered** - focusing more development in strategic locations and less on non-strategic sites.
- **securing essential infrastructure that is needed to make this happen** - taking advantage of proposals to improve national and regional networks (as set out in the Midlands Connect Strategy) and maximising the benefits from them.
- **maintaining the essential qualities of Leicester & Leicestershire and delivering high quality development.**

This sets an agenda for growth which is based on achieving a better relationship between homes, jobs and infrastructure, increasing the speed of delivery and ensuring that development does not damage the special places that we cherish.

INVESTMENT AND GROWTH

Analysis of population and household statistics tells us that Leicester & Leicestershire will continue to grow whether we plan for this or not. New jobs continue to be created particularly in Leicester city centre, in the northern part of the county and around the market towns.

More new jobs are expected in the LLEP's priority sectors of life sciences (medical technologies); advanced manufacturing and engineering; advanced logistics; space and digital technologies; and textiles. These reflect the priorities of the Midlands Engine Strategy and the growth of the national economy.

More locally, individual authorities are focusing on tourism, leisure, health and wellbeing and supporting the rural economy. The Strategic Growth Plan provides a spatial framework within which this investment and growth can occur.

OUR VISION*

Our vision is that:

“By 2050, Leicester & Leicestershire will have established itself as a driver of the UK economy, exploiting opportunities for linkages across its diverse economic base, supporting its urban and rural centres, and taking advantage of its exceptional location. Growth will contribute to people’s health, happiness and well-being through the timely delivery of well-designed and high quality development, raising the bar in terms of environmental standards, quality of life and local distinctiveness.”

* Reference: Strategic Growth Statement (2016)

SHIFTING THE FOCUS OF DEVELOPMENT

To date, the majority of new housing in Leicester & Leicestershire has been built on small and medium-sized sites in the City, market towns, villages and rural areas. Some of this development has been unplanned. Often these developments make little or no contribution to infrastructure or services and, instead, rely on existing facilities. This has created significant problems. Some communities feel overwhelmed by the speed and scale of change. Others are disadvantaged by pressures on local schools, health centres and recreation facilities. Congestion on local roads and public transport is a frequent cause of complaint.

Sometimes those who want to live in good quality homes close to their place of work find that there is little available within their price range. Several major employers and clusters of economic opportunities are located towards the edge of the County. Not all are close to housing so a great deal of commuting takes place. This is a problem not least for those who do not have a car – public transport is often limited.

Our strategy proposes to build more development in major strategic locations and to reduce the amount that takes place in existing towns, villages and rural areas. This will allow us to plan for new housing and employment together with new and improved roads, public transport, schools, health services, local shops and open space.

We are working with developers and Homes England to increase the speed at which development sites come forward and are built out. We will continue to seek funding for essential infrastructure to support development.

Our analysis has demonstrated that, through our existing and emerging Local Plans, and planning permissions, we can make provision for the amount of new homes and jobs we need in the period up to 2031. This will be achieved through a mixture of major strategic sites already identified in Local Plans (about 40%) and smaller scale growth on non-strategic sites (about 60%).

SECURING ESSENTIAL INFRASTRUCTURE

Delivering sustainable growth, before and after 2031, needs new infrastructure, not only road and rail improvements but also schools, healthcare facilities, venues for sports and leisure, open space, community halls, etc. Through our work on Local Plans we have already identified the road and rail improvements that are needed to support growth in housing and jobs up to 2031. Statutory agencies also have the information that they need to organise their investment priorities. The problem has been aligning this provision across a number of delivery agencies. Solving this problem will lie at the heart of delivering growth in the early stages of our plan.

Beyond 2031, the scale of infrastructure and service provision is such that significant investment by government will be needed. Our strategy makes provision for more of our growth to be provided in strategic locations. To do this, we need to:

- deliver the infrastructure and services that have already been identified in Local Plans and planning applications; and
- secure public sector funding for new strategic infrastructure which will open up sites for development.

In terms of road and rail improvements, the Midlands Connect Strategy lays the foundations for longer term, strategic investment. Analysis has shown that by investing in road and rail schemes in Leicester & Leicestershire, congestion can be reduced on other parts of the regional and national network. The strategy, therefore, proposes major improvements to road and rail facilities throughout the area.

We have considered how these road and rail improvements could support strategic development in Leicester & Leicestershire. We have concluded that there are major opportunities for strategic development in locations that relate well to areas of housing need and economic opportunity. It makes great practical and financial sense to maximise the benefits that are offered by these schemes.

We recognise that, if high quality sustainable development is to be achieved, these schemes will need to be supported by public sector investment in local road and rail improvements, and in public transport. The City and County Councils, as highway authorities, are already starting to identify what will be needed but decisions cannot be finalised until specific development sites have been identified in Local Plans. The Strategic Transport Plan will provide more information on what these improvements are and how they will be delivered.

In terms of private sector projects, we recognise that the lack of funding, or the ability to secure finance, and a range of other factors have caused delay. We need to resolve these problems if we are to create high quality developments with a sense of place and everything that they need to create real communities. Growth after 2031 is also very much dependent upon earlier infrastructure being put in place.

We will work collaboratively with the private sector and others to remove any barriers which exist. The Strategic Growth Plan, together with Local Plans, the Local Industrial Strategy and the Strategic Transport Plan will demonstrate that we are speaking with one voice and are committed to an agreed strategy.

DELIVERING HIGH QUALITY DEVELOPMENT

We have decided that our common agenda will be delivering 21st century garden towns, villages and suburbs within our strategic growth areas. This reflects the settlement pattern of the City and County, and establishes a framework for protecting the valuable assets that we have. It also allows us to develop a strong agenda around social, economic and environmental priorities.

The scale of opportunity in Leicester & Leicestershire assists these choices. Our strategy focuses development along transportation corridors and close to important employment centres. At a local level, we could expand existing settlements or create new ones. We could plan for some new development in existing urban areas. Indeed, given the scale of opportunity, several of these options could be delivered in combination. The decisions will be made in our Local Plans but the intention is that individual decisions will be made in line with this strategy.

We also propose to seek high quality environments, with a strong community focus and economic justification, and we consider that new strategic development should be delivered to a common agenda.

For this we have looked to our distinctive settlement pattern - Leicester as a thriving central city surrounded by strong, independent and characterful market towns, and extensive rural areas. We are keen to reflect our heritage of garden suburbs and government support for new garden towns, villages and suburbs.

The Garden City concept allows us to plan for new development which captures the very best of town and country. It would ensure that new development is planned with strong social, economic and environmental foundations, and that communities are placed at the heart of planning. This is the common agenda to which we will work as we bring forward, through our Local Plans, the major development opportunities in the Plan.

FIGURE 6: THE SOCIAL CITY CONCEPT OF THE GARDEN CITY MOVEMENT



Credit: Town And Country Planning Association

OUR SPATIAL STRATEGY

Our spatial strategy acknowledges the scale of growth that is already in the pipeline as a result of Local Plans and planning permissions. It also builds upon known road and rail infrastructure opportunities or commitments. In delivering the strategy we will enhance the role of Leicester at the heart of the county and maintain the close relationships between the City, the market towns and rural areas. In doing so, we will prepare Local Plans in line with this spatial strategy to ensure that growth is delivered in a way which responds positively to our aspirations.

LEICESTER: OUR 'CENTRAL CITY'

Leicester has a pivotal role to play in the strategy. We propose that it should develop its role as the 'central city' supporting the market towns and rural areas around it. More jobs, leisure, arts, culture and entertainment facilities would be provided within the City Centre. The strategic regeneration area along the Waterside will develop as a mixed use area, extending the economic opportunities available within the centre of the City, but balancing new jobs with the need for new homes.

The population of the urban area, in and around Leicester City, is about 650,000 and increasing rapidly. We are working collaboratively to accommodate all of the homes that the City needs in places that are well-connected to it.

Given the scale of housing need and the potential for new jobs, the City needs to grow. This needs to be done in such a way that we can make full use of existing services and infrastructure within the City. Also, by providing more homes close to jobs in the City Centre and other employment centres, we will be able to relieve development pressures in other parts of the surrounding authorities.

Given the scale of development on the fringes of Leicester, any growth would need to be accompanied by measures to increase capacity on the radial roads and improve public transport, cycling and walking.

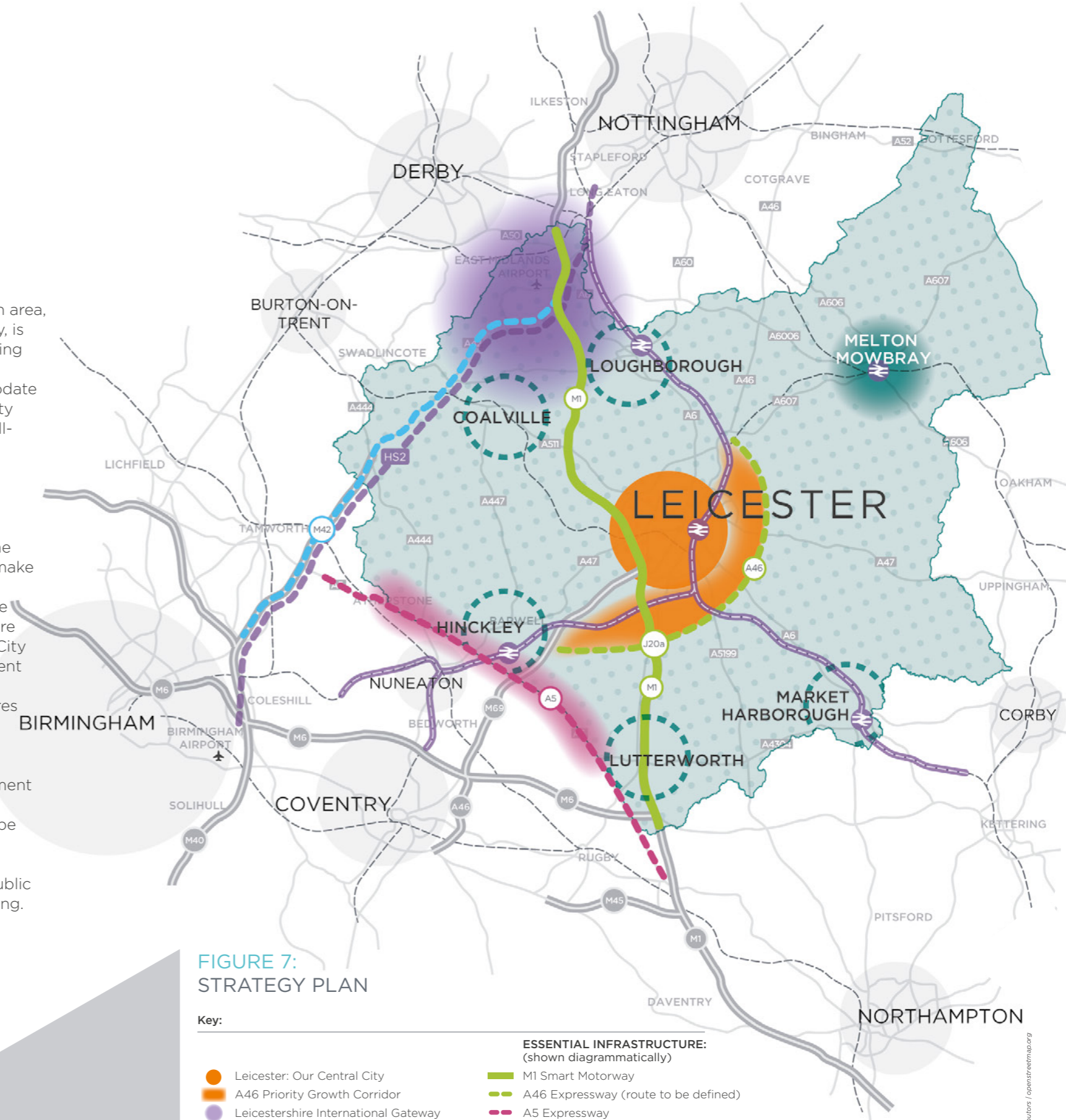


FIGURE 7: STRATEGY PLAN

Key:

- Leicester: Our Central City
 - A46 Priority Growth Corridor
 - Leicestershire International Gateway
 - A5 Improvement Corridor
 - Melton Mowbray: Key Centre for Regeneration and Growth
 - Managed Growth in Local Plans
 - Growth to support local needs only
- ESSENTIAL INFRASTRUCTURE:**
(shown diagrammatically)
- M1 Smart Motorway
 - A46 Expressway (route to be defined)
 - A5 Expressway
 - M42/A42 Expressway
 - Rail improvements
 - HS2

WE WILL ENHANCE THE ROLE OF LEICESTER AND MAINTAIN THE CLOSE RELATIONSHIPS BETWEEN THE CITY, THE MARKET TOWNS AND RURAL AREAS

THE A46 PRIORITY GROWTH CORRIDOR

The 'expressway' proposal for the A46 is critical to our strategy. It not only provides an alternative route to the M1 but also creates the opportunity for significant development to the south and east of the City. The expressway proposal is included in the Midlands Connect Strategy and proposes a new road extending from a new or improved junction on the M69, and continuing to the south and east of Leicester, with a new junction on the M1 (J20a). The new road will re-join the existing A46 to the north-east of the City. The precise route of the new road will have significant implications for encouraging growth in Leicester and Leicestershire and will be the subject of consultation at various stages in its routing and design.

Improvements to the railway lines and services between Leicester, Coventry and Birmingham are also proposed.

The combination of new and improved roads and railways in this area creates the opportunity for major development along a corridor extending around the southern and eastern fringes of Leicester. The proposed new road is of national and regional significance but it also provides the opportunity for strategic development in Leicester & Leicestershire. We estimate that this corridor has the potential to accommodate about 38,000 new homes and additional new jobs.

The Midlands Connect Strategy proposes that the A46 and A5 expressways will be built by the early 2030s. Increased capacity on the railways is proposed within the same timeframe. As planning progresses on these road and rail projects, and Local Plans make provision for future development, the Plan proposes that we should start to shift the balance of new growth, away from small and medium-sized sites, towards major strategic locations within this corridor.

WE ESTIMATE THAT THIS CORRIDOR HAS THE POTENTIAL TO ACCOMMODATE ABOUT 38,000 NEW HOMES AND ADDITIONAL NEW JOBS

THE LEICESTERSHIRE INTERNATIONAL GATEWAY

The Leicestershire International Gateway is focused around the northern parts of the A42 and the M1, where there are major employment opportunities notably East Midlands Airport, East Midlands Gateway (strategic rail freight terminal) and HS2 station at Toton nearby. The authorities have already made provision for strategic new housing developments in Ashby, Coalville, and Loughborough and these need to be completed as a matter of priority to provide the opportunity for people to live close to their places of work. At the same time, some parts of the area (e.g. the centres of Coalville and Shepshed) are in need of regeneration and the physical fabric needs to be improved. In our Local Plans we intend to explore the theme of 'forest towns' suggested in the National Forest Strategy. This could be a way of enhancing the physical fabric of the towns and villages in this area and making the most of our environmental assets. It would also support investment in tourism and leisure facilities and the health and wellbeing agenda.

Loughborough, with a world class university, has also made provision for a science and enterprise park and this needs to be delivered in conjunction with improved access from J23 on the M1, now funded.

Overall, we estimate that the area has the potential to accommodate about 11,000 new homes. Improvements to the A42, the M1, railway lines and services – all set out in the Midlands Connect Strategy – support this opportunity.

THE A5 IMPROVEMENT CORRIDOR

The A5 provides a long distance strategic route running from the south-east to the north-west. The route acts as an alternative to the M6 motorway between J12 and the M1 but suffers from increasing congestion and lack of capacity to serve as a relief route when there are problems on the M6. Also, it is expected to experience increased traffic growth in the future from advanced manufacturing and logistics developments such as the MIRA Enterprise Zone & Technology Park, phase three of DIRFT near Daventry and Magna Park in Lutterworth.

Improvement of the A5 corridor is essential to reduce congestion in the area, to deliver already planned housing growth and to support delivery of major industrial sites which already have Local Plan allocations and/or planning permission. Managing the delivery of consented/allocated sites in and around Hinckley will be achieved through Local Plans.

There are long-standing proposals, promoted by the A5 Partnership*, to improve the A5 from Dodwells to Longshoot, widening to dual-carriageway a short section of the A5 near Hinckley, which carries the traffic of both the A5 and the A47. The A5 Partnership proposals also call for improvements to upgrade the A5 between the A38 and the M1 to 'expressway' standard. This is supported by the Midlands Connect Strategy and will provide much needed relief to local roads, and provide an efficient alternative route to the M6, between J12 and the M1.

MELTON MOWBRAY: KEY CENTRE FOR REGENERATION AND GROWTH

Melton Mowbray sits at the centre of a largely agricultural area in the north east of the county. Somewhat distant from other centres, strategic road and rail routes, the town functions as a rural hub for the surrounding villages and rural communities, the focus of social and economic activity, enhanced by a characterful and distinctive landscape. Recently economic growth has been constrained by lack of sites and poor connectivity but there is evidence that local firms are looking to expand and new businesses wish to move in.

The town centre is congested and in need of regeneration but has a great deal of potential. Investment in the public realm – the buildings, public spaces, streets – would do much to restore confidence in the town and support its potential as a centre for tourism and leisure in one of the most attractive parts of the county.

The recent approval for the Melton Mowbray Relief Road provides the catalyst for change: it will remove congestion in the town centre and open up land for development to the north and east of the town. Similar investment in highways to the south of the town could increase this further. New growth will support town centre shops and services and provide the opportunity for people to live close to where they work. The new A46 expressway and improved connections to it, will also improve connectivity to Leicester, the M1 and the Leicestershire International Gateway.

AREAS OF MANAGED GROWTH IN LOCAL PLANS

Coalville, Hinckley, Loughborough, Lutterworth and Market Harborough vary in size, location and economic base but all contribute significantly to the local economy. All are already under intense pressure for development and have made substantial provision within and on the edges of the existing towns. Much of this has still to be built and is dependent upon new local infrastructure. Further sustainable development should be consistent with the need to support local growth. In particular, there are aspirations for continued town centre regeneration and better services.

TABLE B: NOTIONAL CAPACITY OF STRATEGIC GROWTH AREAS (DWELLINGS)

Growth area	Notional capacity (dwellings)
A46 Priority Growth Corridor	38,000
The Leicestershire International Gateway	11,200
Melton Mowbray: Key Centre for Regeneration and Growth	3,800
Total	53,000

OUR VILLAGES AND RURAL AREAS

In recent years, our villages and rural areas have been under intense pressure for growth. The strategy proposes that, in future, there will be limited growth in these areas, consistent with providing for local needs.

NOTIONAL CAPACITY (DWELLINGS)

We have estimated the notional capacity of our strategic growth areas to accommodate new homes and this is shown in Table B below. In Appendix B we indicate how this growth would be distributed across the eight local authorities in Leicester & Leicestershire.

NOTIONAL CAPACITY (EMPLOYMENT LAND)

Our study of housing and economic development needs* indicates the amounts of employment land that will be required in the periods 2011-31 and 2011-36 (see Appendix A). We are confident that, for these periods, provision will be made in existing and emerging Local Plans.

Longer term requirements are not quantified. The need for employment land is subject to considerably greater market variability than the need for new homes.

It is, therefore, unrealistic to anticipate what these might be so far ahead. In principle, however, it is considered that the spatial distribution of new employment will need to reflect the overall strategy of the Plan, enable homes and jobs to be located in close proximity, and take advantage of opportunities for commuting by public transport. The need for new employment land will be monitored and reviewed on a regular basis through the preparation and adoption of Local Plans.

OUR COMMITMENT TO DELIVERY

A PARTNERSHIP APPROACH

Our analysis demonstrates that Leicester & Leicestershire has the potential to deliver development which is of national and regional significance. The fact that the Strategic Growth Plan has been prepared by the ten partner organisations responsible for planning, transport and economic development demonstrates the extent of the collaborative work that is taking place. Three strategic documents are being prepared in parallel: the Strategic Growth Plan, the Strategic Transport Plan and the Local Industrial Strategy. Together with Local Plans, these key documents will demonstrate our commitment to future growth and infrastructure investment.

STATUTORY VS NON-STATUTORY PLANS

The changes to the National Planning Policy Framework state a preference for statutory plans, make recommendations on a standard methodology for calculating housing need, and set out the requirements for a 'Statement of Common Ground'. The work on our three strategic documents, however, has reached an advanced stage. To pause and re-work the Strategic Growth Plan in a different format would cause significant delay at a time when there are significant issues to resolve and opportunities to grasp.

We propose, therefore, to proceed on the basis of a non-statutory plan and we will reinforce its provisions as necessary to give confidence that we are committed to delivery. We will implement the Strategic Growth Plan through our statutory Local Plans, supplemented by additional documents as necessary.

Should circumstances change in future, we can update housing need and supply through Statements of Common Ground and/or a review of the Strategic Growth Plan.

ALIGNING INFRASTRUCTURE AND GROWTH

It is clear, however, that we will need support from government if we are to achieve the step change in the amount and speed of housing and economic growth that we propose. We started our work with a shared commitment to deliver the homes and jobs that Leicestershire needs over the period 2011-50 and our strategy is set out in this Plan. We wish to take full advantage of the opportunities that are presented by the Midlands Engine and Midlands Connect strategies. Our proposals, therefore, maximise the benefits that are delivered by the infrastructure investment proposed in these documents. We value the government's stated commitment to the region.

DIGITAL CONNECTIVITY

Digital connectivity is a significant issue in parts of Leicester & Leicestershire, both rural and urban. High quality communications support remote working and provide access to on-line services. They are an essential part of the infrastructure planning process and need to be funded as such.

OUR OFFER TO GOVERNMENT

Our offer to government, in return for investment in infrastructure, is to maximise the benefits that can be achieved from commitments that are already made in the Midlands Engine and Midlands Connect strategies. We are confident that we can deliver genuinely high quality new homes and jobs, in successful communities at a faster pace than has been achieved to date. New infrastructure will enable this to happen.

Given that our growth in the period 2011-31 can be provided on existing sites or in Local Plans, we have time to align infrastructure and new growth. We propose to work with government and its executive agencies to put this into effect. We will also work with local communities and government departments to ensure that new development brings with it the local services that are needed. For our part, through our Local Plans, we will deliver the growth that is set out in this Plan, ensuring that new development is built to the highest possible standards.

APPENDIX A

HOUSING NEEDS 2011-31 AND 2011-36

We have undertaken a study of our housing and employment economic development needs for the periods 2011-31 and 2011-36 to align with the different time periods for which Local Plans are being prepared. The results of this analysis are set out in Tables 1 and 2 and further detail can be found in the study. Leicester City Council has formally declared that it will be unable to meet its 'objectively assessed needs' (OAN) for housing for the period 2011-31. Oadby & Wigston Borough Council has declared that, subject to further investigation of highway matters, it might be unable to meet its needs for the period 2031-36. Planning guidance requires the OAN to be satisfied across the 'housing market area' (HMA) as a whole.

TABLE 1: HOUSING NEED 2011-31

Authority	Housing Need ¹	
	Number of dwellings per annum	Total number of dwellings
Blaby DC	370	7,400
Charnwood BC	1,031	20,620
Harborough DC	532	10,640
Hinckley & Bosworth BC	471	9,420
Leicester City Council	1,692	33,840
Melton BC	186	3,720
North West Leicestershire DC	481	9,620
Oadby & Wigston BC	148	2,960
Total (Leicester & Leicestershire)	4,829²	96,580²

We have undertaken an analysis of completions, planning permissions and allocations in adopted and emerging Local Plans. We have concluded that sufficient provision has been, or will be, made in adopted or emerging Local Plans to accommodate the OAN for housing, across the HMA as a whole, for the period 2011-31. The unmet need arising in the administrative areas of Leicester City Council will, therefore, be accommodated in the remaining borough and district councils and this will be reflected in Local Plans as they progress, supported by an agreed statement or Statement of Common Ground as appropriate.

TABLE 2: HOUSING NEED 2011-36

Authority	Housing Need ¹	
	Number of dwellings per annum	Total number of dwellings
Blaby DC	361	9,025
Charnwood BC	994	24,850
Harborough DC	514	12,850
Hinckley & Bosworth BC	454	11,350
Leicester City Council	1,668	41,700
Melton BC	170	4,250
North West Leicestershire DC	448	11,200
Oadby & Wigston BC	155	3,875
Total (Leicester & Leicestershire)	4,716²	117,900²

Notes:

1. Source: Housing and Economic Development Needs Assessment, GL Hearn, January 2017

2. The totals do not match the sum of the parts due to the way in which additional provision to support economic growth in Melton BC and North West Leicestershire DC is taken into account.

Beyond 2031, provision will be made in Local Plans in accordance with the framework set out in this Plan.

EMPLOYMENT LAND NEEDS 2011-31 AND 2011-36

The study of housing and economic development needs also considered employment land needs for the periods 2011-31 and 2011-36. The results of this analysis are set out in Table 3 and further detail can be found in the study. In addition to the needs set out in Table 3, the authorities will seek to meet the need from strategic B8 uses identified in a separate study relating to logistics and distribution.

TABLE 3: EMPLOYMENT LAND NEEDS (HA) 2011-31 AND 2011-36

	2011-31			2011-36		
	B1a/b	B1c/B2	Small B8	B1a/b	B1c/B2	Small B8
Blaby DC	37-45	15	10	47-48	19	12
Charnwood BC	14-37	21	11	17-40	26	13
Harborough DC	14-21	22	8	17-24	28	9
Hinckley & Bosworth BC	11-32	14	16	13-34	17	20
Leicester City Council	2-6	36	15	3-7	45	19
Melton BC	10-18	21	14	10-23	26	17
North West Leicestershire DC	45-46	3	17	50-56	4	21
Oadby & Wigston BC	1	0	4	2	0	5
Totals	142-198	132	93	177-215	165	117

Notes:

The range for the Total B1a/b does not sum to the cumulative minimum and maximum range for each local authority. This is because the source of the minimum and maximum figures varies according to the outcome of the labour demands scenario and completions trends. The totals reflect the total for each scenario. Numbers may also not add up due to rounding.

Local plans will make provision for these needs in the period 2011-36.

Beyond 2031, provision made in Local Plans, for both housing and economic growth will be made in accordance with the framework established by the Strategic Growth Plan.

APPENDIX B

NOTIONAL HOUSING NEEDS AND SUPPLY 2031-50

For the purposes of the Strategic Growth Plan, we need to estimate the likely scale of growth for the period 2031-50. This needs to be identified across the housing market area as a whole. Currently, only the Melton Local Plan goes beyond 2031, and only to 2036.

The study of housing and economic development needs also gives us an indication of what needs might be for the period 2031-36.

We recognise that projecting forward beyond this date is highly problematical but we need some notional estimates of growth in order to take a longer term view. In the absence any more authoritative data, therefore, we have chosen to extrapolate these figures forwards. The results are set out in Table 4.

It is important to note that, although these numbers cannot be regarded as being authoritative, they will be consistently monitored and reviewed, and can be adjusted as necessary.

In Table 4, we have also estimated the likely sources of housing supply. The Strategic Growth Plan assumes that both Leicester City Council and Oadby

& Wigston Borough Council will be unlikely to be able to meet their objectively assessed needs during this period. Table 4, therefore, assumes that there will be a re-distribution of housing across the housing market area. In line with the strategy set out in the Plan, we propose that there should be a shift in the focus of development from small- and medium-sized sites to strategic locations.

The authorities in Leicester & Leicestershire agree that the distribution in Table 4 will be used as the basis for future Local Plans. This will be reinforced in an agreed statement or Statement of Common Ground and in Local Plans.

TABLE 4: NOTIONAL HOUSING NEED AND SUPPLY 2031-50

Authority	Notional Housing Needs 2031-50 ¹		Delivery on Non-Strategic Sites ⁴		Delivery on Strategic Sites	Total Delivery	
	dpa	Total	dpa	Total	Total	dpa	Total
Blaby DC	361	6,859	110	2,060 ³	15,500	924	17,560
Charnwood BC	994	18,886	470	8,890 ²	10,000	994	18,890
Harborough DC	514	9,766	150	2,930 ³	13,000	838	15,930
Hinckley & Bosworth BC	454	8,626	140	2,590 ³	7,500	531	10,090
Leicester City	1,668	31,692	550	10,450	0	550	10,450
Melton BC	170	3,230	80	1,520	3,800	280	5,320
North West Leicestershire DC	448	8,512	240	4,520 ²	5,200	512	9,720
Oadby & Wigston BC	155	2,945	60	1,140	1,500	139	2,640
Total (Leicester & Leicestershire) (%)	4,764	90,516	1,800	34,100 (38%)	56,500 (62%)	4,768	90,600

Notes:

1. Notional housing needs 2031-50 based on information contained in Housing and Economic Development Needs assessment (January 2017)

2. Charnwood and North West Leicestershire are assumed to meet notional OAN so delivery on non-strategic sites exceeds the Strategic Growth Plan's figure of 40% of notional OAN.

3. Due to the level of provision for development on strategic sites in Blaby DC, Harborough DC and Hinckley & Bosworth BC, development on non-strategic sites is limited to 30% of notional OAN.

4. Delivery on non-strategic sites rounded to the nearest '10'.



For further details on the Strategic Growth Plan please visit our web site:

llstrategicgrowthplan.org.uk

or contact any of the partner organisations listed on the inside cover.

Papers for agenda Item 5.1 are not included as they are Commercially Sensitive

DORSET LEP BOARD MEETING COVER SHEET

Meeting Date	28 May 2019	Item Number	6.1.
Security Level:	Confidential <input type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>
Paper Title	Delivery Plan		
Recommendation	<ul style="list-style-type: none"> • Dorset LEP Board to approve the Delivery Plan for Dorset LEP for the 2019/20 financial year. • Dorset LEP Board to confirm commitment to review Delivery Plan bi-annually and produce a delivery plan for each financial year hereafter. 		
Papers are provided for:	Decision <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>

1. PURPOSE

Department for Business, Energy and Industrial Strategy (BEIS) has commissioned all Local Enterprise Partnerships to develop, submit and publish a delivery plan for the 2019/20 financial year. Dorset LEP's Delivery Plan covers activity during each financial year to support delivery of Dorset LEP's SEP and Horizon 2038.

2. SUMMARY/BACKGROUND

Department for Business, Energy and Industrial Strategy (BEIS) have commissioned all Local Enterprise Partnerships to develop, submit and publish a delivery plan for the 2019/20 financial year to have an oversight of all LEP activity.

BEIS and MHCLG have worked with the LEP Network and a selection of LEPs, of which we were one, to form the Delivery Plan matrix. Dorset LEP details all activities that will take place within the 2019/20, highlighting work that are currently underway and aspirations and KPIs for the year.

Dorset LEP recognises that the 2019/20 delivery plan will need to be informed by the Local Industrial Strategy in once completed, and will be updated as a result. The Delivery Plan will be reviewed and updated on a bi-annual basis

The Delivery Plan is in line with the budget signed off by the Board in March and there are no additional financial implications arising from this report.

As per the guidance, Dorset LEP submitted a draft Delivery Plan to BEIS in April, for an approved version of the Delivery Plan to be submitted and published on the website by the end of May 2019.

3. RECOMMENDATION

- Dorset LEP Board to approve the Delivery Plan for Dorset LEP for the 2019/20 financial year.
- Dorset LEP Board to confirm commitment to review Delivery Plan bi-annually and produce a delivery plan for each financial year hereafter.



DORSET
Local Enterprise Partnership

**Dorset Local Enterprise
Partnership CIC**

Delivery Plan

April 2019

Executive Summary

Dorset is proud of its £17 billion contribution to the UK economy and its robust employment and business survival rates. However, like many parts of the UK, Dorset's productivity rate lags behind the national average and we face renewed global competition in a post-Brexit economy. Despite this, Dorset's economy is resilient, growing, and has the potential to deliver greater prosperity for Dorset and beyond for generations to come.

Dorset LEP's modern industrial vision is to double Dorset's 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.

Dorset LEP's Delivery Plan sets out the activities that Dorset LEP will carry out in the 2019/20 financial year. The Delivery Plan is split into 4 parts:

Part 1: Strategic Infrastructure

Supporting a more connected Dorset through the improvement of both physical and digital infrastructure and ensuring that through strategic cross sector dialogue, key mechanisms that better support housing provisions are put in place for Dorset.

Part 2: Business Growth & Inward Investment

Supporting Dorset businesses through various initiatives such as the Dorset Gateway, to make sure businesses grow and Dorset is a stronger attraction for investment and growth.

Part 3: Skills

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.

Part 4: Corporate Services

Other activity to support the organisation to deliver activities in the 2019/20 financial year, including our leadership and collaboration with partners within Dorset and across the region to support Dorset LEP's Strategic Vision. As well as working with Government, towards a Local Industrial Strategy, which will set out how Dorset can achieve its ambition for economic growth.

Key indicators

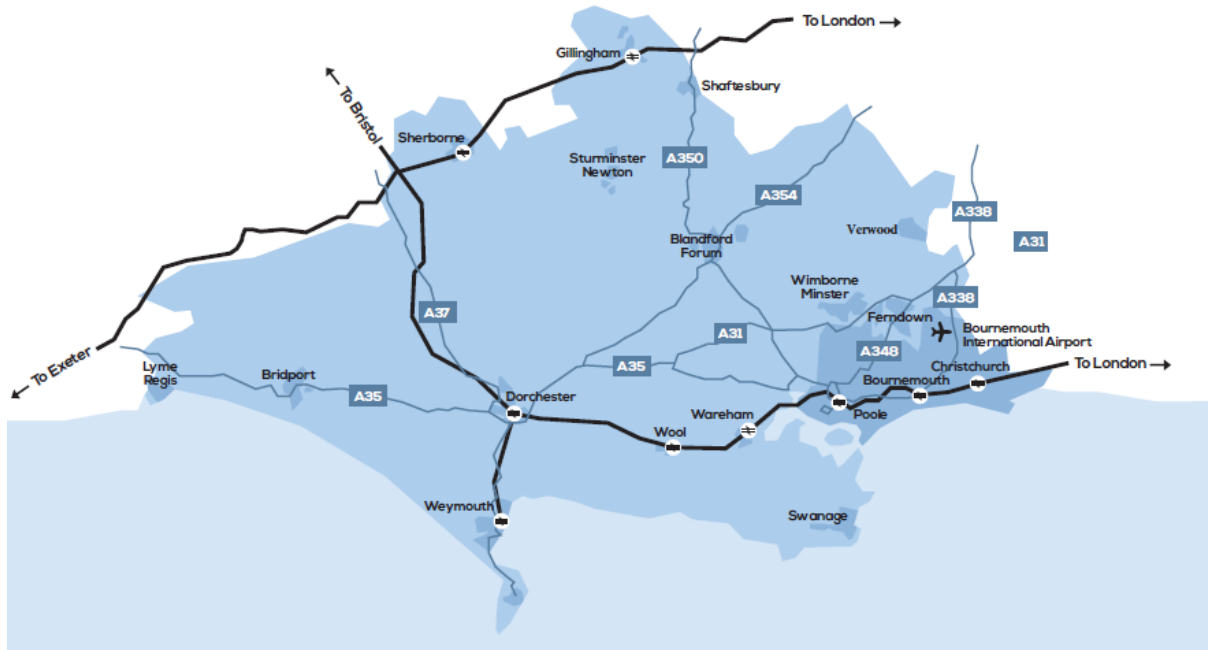
Dorset LEP has a number of key indicators for delivery, a summary of these is detailed here, with further KPIs and indicators throughout the document and in Appendix 1.

Indicator	Delivered to date (March 2019)	2019/20 Forecast	2021-25 Forecast
Total Investment	£116m	£30.4m	£250m
Including private sector match	£17.4m	£9m	£36.5m
Businesses supported	1,954	1,170	8,974
Jobs created	1,792	1,467	20,000
New apprenticeships	1,303	415	3,793
People trained	7,418	1067	8,891
Private sector leverage	£289.6m	£15m	£1bn
House built	1,520	100	3,640

DRAFT

Introduction

Dorset LEP is a business led private and public sector partnership that aims to promote local economic growth and prosperity. Acting as a strategic gateway to funding, the Dorset LEP supports and delivers projects of long term economic benefit for all in Dorset through cross sector partnership.



Dorset is proud of its £17 billion contribution to the UK economy and its robust employment and business survival rates. However, like many parts of the UK, Dorset's productivity rate lags behind the national average and we face renewed global competition in a post-Brexit economy. Despite this, Dorset's economy is resilient, growing, and has the potential to deliver greater prosperity for Dorset and beyond for generations to come.

Dorset LEP's modern industrial vision is to double Dorset's 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.



It achieves these aims by

- Supporting a more connected Dorset through the improvement of both physical and digital infrastructure and ensuring that through strategic cross sector dialogue, key mechanisms that better support housing provisions are put in place for Dorset
- Supporting Dorset businesses through various initiatives such as the Dorset Growth Hub, to make sure businesses grow and Dorset is a stronger attraction for investment and growth.
- Helping to create a culture of enterprise, talent retention and the improvement of employability skills, by working with schools, colleges, universities and employers to develop an enterprise friendly curriculum.
- Leading and collaborating with partners within Dorset and across the region to support Dorset LEP's Strategic Vision.
- Working with Government, towards a Local Industrial Strategy, which will set out how Dorset can achieve its ambition for economic growth. The strategy will outline how Dorset LEP will work in partnership with the local business community and anchor institutions to deliver economic growth, prosperity and productivity in Dorset.

Dorset LEP's Delivery Plan

Dorset LEP's Delivery Plan sets out the activities that Dorset LEP will carry out in the 2019/20 financial year.

Dorset LEP will pursue emerging opportunities as they arise, and the delivery plan will be updated to reflect this. Dorset LEP recognises that the delivery plan will need to be informed by the Local Industrial Strategy once completed, and will be updated as a result. Dorset LEP is committed to reviewing the delivery plan on a bi-annual basis at a minimum.

The Delivery Plan is split into 4 parts

- Part 1: Strategic Infrastructure
- Part 2: Business Growth & Inward Investment
- Part 3: Skills
- Part 4: Corporate Services

With the following appendices

- Appendix A: KPIs
- Appendix B: Dashboard
- Appendix C: Forward Plan
- Appendix D: Risk Register
- Appendix E: Budget

Part 1: Strategic Infrastructure

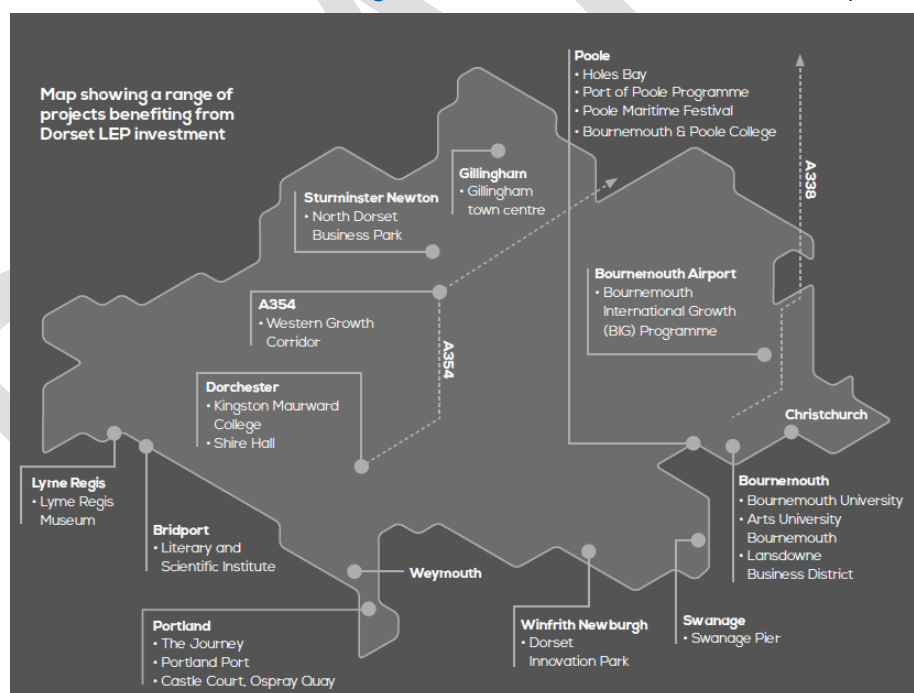
Dorset has long suffered from poor transport infrastructure which places major constraints on development and productivity. Congestion across the North-South and East-West axes of the county, and particularly in the Bournemouth-Christchurch-Poole conurbation, is among the most severe in England and has worsened in recent years, costing approximately £275 million per annum in productivity.

Housing in Dorset is very expensive, with all parts of the county identified as being some of the least affordable places to live in the UK. The cost of housing is making it increasingly difficult for those working, or wishing to work in the areas to find suitable housing they can afford. This is particularly the case for young people and families, with Dorset having the lowest number of homeowners between the ages of 25-35 in the UK.

Increasing levels of delivery and expanding housing choice underpins local aims to improve productivity and support economic growth. Dorset LEP will continue to promote the importance of housing and the need to consider the development of new housing as a priority.

Strategic Infrastructure across Dorset will include on Housing, Connectivity and Mobility, Digital and Clean Growth.

Dorset LEP has successfully secured £157 million for Dorset infrastructure; a range of projects by the [Dorset Growth Deal](#) and [Growing Places Fund](#) are detailed in the map below.



Dorset LEP's aim is to support a more connected Dorset through the improvement of both physical and digital infrastructure and ensuring that through strategic cross sector dialogue, key mechanisms that better support housing provisions are put in place for Dorset through:

- Prioritise infrastructure investment across Dorset.
- Leverage private sector finance and expertise.
- Provide a collaborative forum bringing together partners in the planning and delivery of infrastructure to share objectives and identify joint priorities for action.

Housing

Our activities are aligned with the following objectives:

1. Continue to promote the importance of housing growth within the wider economic context and the need for it to be considered a strategic priority.
2. Strengthen and expand consultation with the house building sector.
3. Continue work with public sector partners to strengthen the strategic approach to the planning and delivery of new housing in Dorset.
4. Further develop our relationship with industry training bodies and training providers to identify priorities for construction skills training and explore options to provide additionality to skills training in the local area.
5. Encourage and promote innovation in construction.
6. Seek out opportunities to diversify the housebuilding sector in Dorset.

Continue to promote the importance of housing growth within the wider economic context and the need for it to be considered a strategic priority.

- Set housing growth within the context of Dorset's Local Industrial Strategy
- Continue to attend and support strategic housing and planning groups and forums
- Communicate findings of LEP research into housing and economic growth
- Seek to re-instate 'Housing' within councils' annual monitoring reports e.g 'State of Dorset Reports'.
- Encourage the continuation of the 'Opening Doors' programme advocating for its adoption across Dorset.

Strengthen and expand consultation with the house building sector.

- Strengthen and expand the LEP's relationship with construction and housing industry bodies.
- Attend and present to house building sector events
- Targeted PR and communications with the sector
- Arrange local sector engagement event
- Continue and strengthen engagement with developing RP's, with the aim of establishing a joint strategic partnership with RP's, NHF, HE and LA's

Continue work with public sector partners to strengthen the strategic approach to the planning and delivery of new housing in Dorset.

- Work with partners to promote and enhance links between strategic transport and digital planning and delivery with strategic housing.
- Work with partners to consider public sector capacity for development enabling and intervention, including single expert viability team and housing enabling.
- Continue to participate in public sector planning, housing and OPE networks where appropriate, including place based decision making.
- Actively promote and encourage the commissioning of a Dorset Comprehensive Land Review

- Actively promote and encourage the development of a strategic spatial growth plan for Dorset.

Further develop our relationship with industry training bodies and training providers to identify priorities for construction skills training and explore options to provide additionality to skills training in the local area.

- Continue to facilitate meetings with CITB, training providers and colleges in Dorset
- Explore options to enhance the delivery of construction skills training to better suit the character of the local construction and house building sector, including MMC.
- Support the promotion of careers in construction (and housebuilding). Poundbury event.
- Produce a guide for construction training in Dorset
- Draw together evidence around construction training and create a stakeholder framework to maximise opportunities investment in construction skills training.

Encourage and promote innovation in construction.

- Work with a range of partners to raise the profile and understanding of MMC in Dorset.
- Arrange and host briefings for public sector partners on MMC, including policy and decision makers
- Arrange MMC communication and promotion event to show case the sector its products and services.

Seek out opportunities to diversify the housebuilding sector in Dorset.

- Identify and review the make-up SME construction sector in Dorset.
- Promote the role that SME contractors make in the delivery of housing in Dorset
- Work with partners in identify local challenges to SME business growth and their business support needs
- Create and provide a targeted platform for SME construction business support.
- This will include SME Housing Associations.

Connectivity and Mobility

Better Links to reduce congestion and connect people through

Road

- Continue to work with the Sub-national Transport Body to improve major network roads outside of Dorset that impact commuting, delivery and freight such as the A350 corridor and A31.
- Develop a South East Dorset Urban Mobility (SEDUM) strategy to improve the transport network including reducing demand, moving to sustainable methods of transport and optimising the current network.
- Develop a package of measures for the South East city region that are high value for money, deliverable and viable, to develop the mobility strategy and vision for Dorset, including use of new and innovative technology.
- Deliver approximately £14 million on 14 projects across the BIG Programme, Port of Poole Programme, Gillingham and Wallisdown, which will unlock development sites at Poole Port, Aviation Business Park and Wessex Fields for housing, employment land and jobs.

Freight

- Building on evidence from the South East Dorset Urban Mobility Strategy, work with the Council's to update the action and delivery plan for the Dorset Freight Strategy.

Sustainable Travel

- Deliver approximately £5 million of sustainable transport infrastructure integrated within a number of Local Growth Fund projects to boost travel by walking and cycling to improve health, wellbeing, productivity, as well as reducing carbon emissions and air pollution to support clean growth.
- Encourage and enable projects that support travel by public transport

Rail

- Work with Network Rail and other partners to have a 'focus on Dorset' group meeting to improve the rail service.
- Continue to work with West of England Line Group and Peninsula Rail Task Force to strengthen the rail services and integration (e.g. North-South around Dorchester-Yeovil and across the New Forest towards London).

Innovation

- Undertake a mapping exercise to understand the infrastructure needed to support electric vehicles for rural-urban and inter-urban connectivity.
- Work with partners at Bournemouth, Christchurch and Poole Council to gain funding through Transforming Cities Fund to tackle the long-standing traffic congestion issues around the conurbation by creating a modern and accessible transport system.

Digital Connectivity

Create a vibrant and sustainable 21st century city by the sea that is technologically enabled

- Deliver a Digital Strategy for Dorset.
- Establish a 5G testbed environment in Bournemouth that could be further rolled out to other major centres and industrial areas in Poole, Christchurch and wider Dorset.
- Continue to engage with the Smart Place Research & Development Consortium, which includes major private sector technology partners, local authorities, local universities, Dorset Clinical Commissioning Group and Public Health Dorset.
- Share Government's ambition that the UK should lead digital and 5G technologies and aim to provide world class 5G and gigabit digital infrastructure.
- Develop 'smart city' principles across Dorset which will enable efficient connectivity between public services. 'Smart' data management will transform the way in which 'the place' operates, enabling a far more efficient, joined-up and community-led approach to delivering key public services locally.
- The strategic view of Smart Place Development will be overseen by Dorset LEP's Performance and Investment Group.
- Work to increase funding for a high-speed broadband programme and 4G mobile connectivity across Dorset, focusing on rural areas with poor connectivity and key urban business locations. In particular, support Dorset Council to secure Rural Connected Communities funding to open up fibre investment to rural areas.
- Work with Government to prioritise investment in connectivity – supporting the 'future of mobility' and digital connectivity.
- Support the development of 5G networks in Dorset and encourage the installation of fibre across the region as an integral part of infrastructure improvements.
- Continue to support Dorset Council with the delivery of the Ultrafast programme and encourage the installation of fibre across the region as an integral part of infrastructure improvements.
- Continue to support the Dorset Cyber Alliance. Dorset LEP has awarded £5,000 to secure a match funded PhD Studentship. The project is going to help over 300 Dorset SMEs become more cyber aware / safe.

Clean Growth

Create an energy future that is low carbon and more affordable, maximising and retaining benefits in Dorset and the wider region

- Develop a delivery plan for Dorset and the wider South West Energy Strategy working in partnership with Heart of the South West LEP (HoSW) and Cornwall and Isles of Scilly LEP (CioS).
- Scope the resource and necessary skills development to deliver Clean Growth projects across the County.
- Explore investable propositions related to energy to seek funding through available routes, including continued collaboration with South West Energy Hub.
- Undertake a county-wide energy analysis to determine the maximum potential power demand and generation across the whole energy system from low carbon technologies. This is a pilot scheme to develop the template for the 'Clean Market Transformation Plan' which could be undertaken in any city in the world.
- Facilitate collaboration and partnership with Dorset businesses and academia within Dorset's universities to research, develop and spearhead the transition to a more flexible smart energy distribution network.
- Encourage, facilitate and fund projects focusing on the use of renewable energy sources as well as projects focusing on reducing and recycling to maximise their efficiency of energy, water and material consumption, whilst reducing the use of non-renewable and polluting materials such as fossil fuels and single use plastics.
- Work closely with the private and public sector housing and construction industries to improve the quality and longevity of our housing stock particularly investigating the possibilities of retrofit of existing buildings.
- Work with Dorset Local Nature Partnership (DLNP) on climate change adaptation to ensure a resilient environment underpins a resilient economy in the face of change.
- Develop and adopt Dorset-wide systems to efficiently assess environmental impacts, secure net environmental gains and avoid and mitigate negative environmental consequences whilst development proceeds based on the Dorset 'biodiversity appraisal'.
- Empower communities and businesses to champion the natural environmental and community energy projects through knowledge-sharing platforms and collective action.
- Work with Dorset Council to establish projects that can be funded through the Low Carbon Programme, funded by [European Agricultural Fund for Rural Development \(EAFRD\)](#)

Part 2: Business Growth & Inward Investment

Dorset has a strong entrepreneurial culture with 9.7 start-up businesses per 1,000 population. The number of businesses registered in the county topped 50,000 for the first time in 2016, and continues to rise, demonstrating that Dorset offers a fertile environment for new businesses to spring up and prosper. Whilst the number of 'scale-up' business across Dorset is lower than other parts of the UK, there has been a notable increase in the number of these types of businesses over the last 18 months. The region has a strong track-record of delivering a comprehensive business support programme through a range of partners in the public and private sectors, including ERDF-funded programmes.

[Dorset Gateway](#), Dorset LEP's central business support function, provides specialised and bespoke support that reflects the ambition of Government for businesses to build on the opportunities of Brexit to scale-up, embrace innovation, export products and services, and penetrate new markets. Dorset Gateway also offers professional account management brokerage services and acts as an access point to a wide range of business support services within Dorset. Furthermore, we offer bid writing support to Dorset businesses to help write and submit funding bids that will enable growth through innovation and contribute to our goal of improving productivity within Dorset.

Our activities are aligned with the following objectives:

1. Providing strategic direction in shaping the current and future business support provision across Dorset.
2. Promoting Dorset as a key inward investment area for innovative, ambitious and fast growing businesses
3. Helping Dorset's businesses to access opportunities for growth through exporting goods and services overseas
4. Targeting support for businesses to help increase productivity
5. Focusing resources on our existing strengths and high-growth sectors
6. Ensuring innovation is a key foundation of productivity in Dorset
7. Support the development of the Dorset Innovation Park, Enterprise Zone

Providing strategic direction in shaping the current and future business support provision across Dorset.

- Re-launch the Dorset ambassadors programme in May 2019 and establish a suite of tools for members of the scheme to assist them in their role.
- Continue to develop the Great South West initiative and identity to brand Dorset as a county with unique business opportunities coupled with strong support from its regional South West partners.
- Continue to work in partnership with the Dorset Business Alliance. The Alliance, which represents the collective views of 5,000+ businesses across Dorset, meets on a regular basis to discuss key areas and themes that are impacting the region's businesses.
- Coordinating information, advice and support for businesses in readiness for the UK's departure from the European Union.

- [European Regional Development Fund \(ERDF\)](#) aims to improve economic and social cohesion in the European Union by focusing its investments on areas such as innovation, research, and support for small and medium-sized enterprises.

Promoting Dorset as a key inward investment area for innovative, ambitious and fast growing businesses

- Support the Dorset Inward Investment Group in developing an investment strategy which is aligned with objectives in the Government's Industrial Strategy and will provide building blocks for Dorset's local proposition.
- Provide focussed support for helping Dorset-based, foreign-owned companies build on their existing investments within the region through supportive planning and infrastructure, skills and labour market, supply chain and innovation support.

Helping Dorset's businesses to access opportunities for growth through exporting goods and services overseas

- Provide focussed support for helping Dorset-based, foreign-owned companies build on their existing investments within the region through supportive planning and infrastructure, skills and labour market, supply chain and innovation support.
- Extend our focus and support for Dorset-based companies and universities to build and maximise on existing overseas relationships.
- Support Dorset businesses in building and leveraging strategic links with London and wider clusters to attract UK investment.
- Work with local and national support bodies to help increase the number of Dorset-based companies exporting their products and services overseas.

Targeting support for businesses to help increase productivity

- Deliver a bespoke, value-adding business support programme through Dorset Gateway.
- Support and deliver initiatives that encourage the take-up of technology and innovative business practices that are proven to boost business productivity, with a particular focus on small and medium enterprises (SMEs).
- Establish and build a strong network of innovative, high-growth/scale up businesses aligned to our key sectors, which we can work with to respond to the Government's Industrial Strategy Challenge Funds, and increase productivity and GVA for Dorset.
- Encourage business start-ups and social enterprise in difficult to reach and economically inactive communities, by working collaboratively with business leaders, social entrepreneurs, universities and civil society organisations.

Focusing resources on our existing strengths and high-growth sectors

- Focus on growth in the strategically important sectors of creative technology, advanced engineering, Agri-Tech, aquaculture, and health innovation.
- Help businesses create and apply new knowledge by supporting the work of regional trade associations, industry and sector groups and universities (e.g. Dorset Advanced Engineering and Manufacturing Cluster, South Coast Marine Cluster, and Dorset Cyber Alliance).

- Work with employers in existing priority sectors such as advanced manufacturing, aerospace and marine whilst supporting the development of new and emergent growth clusters.
- Align resources with the opportunities provided by the 'Grand Challenges' within the Government's Industrial Strategy.
- Supporting the development of emerging high potential opportunity areas, such as aquaculture, to ensure that their potential benefit to Dorset's economy is realised.
- Develop and deliver the strategy for SW Agri-Tech/ SW Rural Commission
- Increase scope to network the Agri-Tech Centre at Kingston Maurward College with other sub-national/national centres of excellence.
- Stimulate supply chains for key sectors, assuring development of research and development, quality, skills development and jobs.

Ensuring innovation is a key foundation of productivity in Dorset

- Support businesses in helping them to more effectively access R&D tax credits.
- Support innovation and the development of future technology opportunities, such as Autonomy and High Value Design
- Introduce measures aimed at increasing the number of innovation active businesses in Dorset from 57% to 60%
- Increase the uptake of Innovate UK funding (or similar)
- Continue to support businesses to access the [Growing Places Fund](#) a repayable loan that encourages local economic growth in Dorset. The Fund is designed to unlock capital projects which have a significant economic impact and the potential to increase innovation and productivity, create jobs and housing, and deliver tangible economic outcomes.

Support the development of the Dorset Innovation Park, Enterprise Zone

- Complete an Enterprise Zone governance and financial management review.
- Explore long-term borrowing options for investment at the Enterprise Zone, to be repaid through business rates.
- Use the borrowing to create a commercial investment programme.

Part 3: Skills

Dorset LEP's skills strategy is focused through the emerging Local Industrial Strategy on helping the workforce become more adaptable in a rapidly changing economy.

Dorset is close to full employment, with an ageing workforce and growing skills gaps. Recruitment is hampered by the high cost of housing combined with the pull of London impacting graduate retention. We need to increase the attractiveness of Dorset's cultural offer if we are to attract and retain young people. To grow more of our own talent we need to tackle the causes of weak social mobility especially in Weymouth and Portland, our rural economy and in parts of the conurbation.

To stand still we need to fill 140,000 vacancies in the next decade. To increase productivity we need to create more high-value jobs through increased investment. 13% of Dorset's £2.5 billion productivity gap is directly attributable to low skills including digital skills and leadership and management.

The following actions will help Dorset grow more of its own talent to meet the combined challenges of an ageing workforce, full employment, increased housing targets and a doubling of Dorset's GVA and productivity.

Our activities are aligned with three objectives:

1. Helping the workforce become more agile to better meet employers' needs
2. A joined up education, skills and employment ecosystem that attracts and retains talent
3. Investment in areas of disadvantage, including Weymouth & Portland, rural economy and challenged wards in the conurbation to increase social mobility and prosperity

Helping the workforce become more agile to better meet employers' needs

- Increase the supply of skills trades and professions to support the specific needs of Dorset construction
 - Working with CITB and other key stakeholders to scope a Dorset Construction Academy to scale up the supply of skilled labour for construction trades and allied professions.
- Improve take-up of digital skills across all ages of the economy
 - Seek funding for a Digital Skills Partnership to ensure local people can participate in our growing creative technology cluster and access the digital economy.
- Support employer-led advanced manufacturing skills centre
 - We will support the establishment of a dedicated skills centre for advanced manufacturing and technology near Bournemouth Airport to meet the needs of employers.

A joined up careers, education, skills and employment ecosystem that attracts and retains talent

- Build on Skills Board reform with addition of a Skills Advisory Panel
 - Stronger governance of skills strategy and programmes will be provided through the Dorset LEP Skills Board

- Create and maintain robust Labour Market Information to shape appropriate curriculum development matched to skills needs including higher skills levels and to inform young people, parents & carers and those who advise them on careers and study options
- Increase strategic collaboration across LEP network
- Collaborate with other LEPs to share approaches, strengthen lobbying for funding and present a common voice on shared skills issues across the South East, South West and South Coast.
- Increase skills capital investment through Skills Board to support LEP priorities
 - Continue to invest in facilities to support universities and colleges increase participation in education and skills to improve life chances and increase the diversity of course choices available to students.
- Transforming the way education and business interact so that young people have the best possible careers advice and meaningful experience of workplaces through programmes such as the Enterprise Adviser Network
- Create a Dorset Careers Hub to accelerate achievement of Gatsby Benchmarks (standards of excellence in careers advice) to raise the aspiration of young people
- Strengthen employer engagement in the careers agenda
 - We will create a group of Cornerstone Employers to support our Careers Hub work
- Work with our two new Unitary Local Authorities and Southern Universities Network partners to help young people 'touch their future'

Investment in areas of disadvantage, including Weymouth & Portland, rural economy and challenged wards in the conurbation to increase social mobility and prosperity

- Strengthen the careers support for Weymouth and Portland College and schools
- Build on the good provision of our FE Colleges
- Work with partners to ensure the post 16 education and skills offer is fit for purpose in Weymouth and Portland
 - A Future Skills study of the Weymouth and Portland economy and the implications for wider skills, training and education policy
- Target European Social Funds and other funds towards areas of greatest social and isolation need
 - Redirection of £4m ESF funds to prioritise Weymouth and Portland and our other areas of vulnerability
 - Consider a Stronger Towns Fund bid focused on Weymouth and Portland

Part 4: Corporate Services

Other activity to support the organisation to deliver activities in the 2019/20 financial year, in accordance with the updated Local Assurance Framework.

Communications

- Dorset LEP is committed to engaging, networking, facilitating discussions and where appropriate brokering with stakeholders from the business community and the wider public.
- 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 Dorset LEP's 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 engaging, networking, facilitating discussions with Anchor Institutions and Businesses across Dorset.
- Dorset LEP's Communication Manager produces a report for each board meeting outlining the communication and engagement that has taken place over the past two months.
- Ensure proactive communications, marketing and engagement activity to support business plan objectives.
- Dorset LEP is committed to working with communications managers across Dorset through the continuation of the Communication Forum.
- Raise Dorset and Dorset LEP's profile with Government, MPs and officials with the aim of establishing an All-Party Parliamentary Group by the summer, complementing the aim of formal recognition of Great South West and subsequent strategic backing and funding.
- Promote the unique selling points of Dorset's sectors such as AgriTech and Aquaculture.
- Dorset LEP commits to engaging with Government Departments on a range of issues including:
 - **Department for Business, Energy & Industrial Strategy:** develop the Dorset LEP Local Industrial Strategy. Input into the design of the UK Shared Prosperity Fund
 - **Department for Education:** support DfE's roll out of T-levels and additional apprenticeship activity.
 - **Ministry of Housing, Communities & Local Government and Homes England:** on the housing agenda for Dorset, investment of ERDF into local priorities
 - **Department for Culture, Media & Sport:** working on a cultural enquiry across Dorset and tourism support
 - **Department for Work & Pensions:** investment of ESF into local priorities
 - **Department for Transport:** working with partners to address the area's strategic infrastructure challenges

Finance

- Scope how to manage core fund more efficiently.
- Enhance the transparency and understanding of financial reporting – building a longer-term, sustainable approach to financial planning which has clearer links to regional objectives and priorities.
- Continue to explore alternative funding solutions, reducing reliance on short-term grant funding and time-limited business rate retention.

Governance Structure

- Review of governance structure for Dorset LEP to reduce the number of groups, provide better governance and provide delegated authority.
- Work with Bournemouth University to develop recommendations for improvements in Equality and Diversity on the Dorset LEP Board.

Human Resources

- Workforce planning to ensure that Dorset LEP has the right resources and skills to deliver now and into the future.

Local Industrial Strategy

- Co-produce and agree a Local Industrial Strategy for Dorset, working with regional partners and Government. A Local Industrial Strategy will enable us to build on the strong foundations of our region, growth and devolution deals, to deliver our ambition for clean and inclusive economic growth.
- Dorset LEP is actively seeking the views of all Dorset business and industry leaders or groups that represent industry sectors, such as advanced manufacturing, tourism, creative technology, finance or agriculture to inform the LIS.
- Event participants will have the opportunity to help shape Dorset's economic future by identifying how the county can maximise its opportunities and address its challenges. The overarching aim of the Local Industrial Strategy is to ensure that economic growth and prosperity are accelerated and benefit all Dorset's businesses and people.

Risk Management

- Introduce a new corporate risk framework to ensure key risks are identified, mitigations agreed and activity monitored.
- Continue to embed a risk management culture and ownership within the organisation.

Monitoring and Evaluation

- Dorset LEP will undertake an evaluation of the Local Growth Fund to March 2019.
- Dorset LEP will undertake an evaluation on the contribution LEP activity has made to wider economic growth across the area through 2019-20. This will be published early 2020-21.

APPENDIX A - DORSET LEP DELIVERY PLAN KPIS

Version: 1 (DRAFT)
 Updated by: Katherine May
 Updated on: 20 May 2019

Theme	Achieved to date (March 2019)	SMART Objective	Forecast 2025	Owner	Deadline/ Completion Date
Business Growth	24/05/2019	Re-launch the Dorset ambassadors programme with the aim of recruiting 100 ambassadors		Business Engagement and Dorset Gateway Manager	Mar-20
Business Growth		Continue to support the Dorset Cyber Alliance. Dorset LEP has awarded £5,000 to secure a match funded PhD Studentship to help over 300 Dorset SMEs become more cyber aware / safe		Programme Manager	Jan-22
Business Growth		Create and provide a targeted platform for SME construction business support.		Business Engagement and Dorset Gateway Manager	Jan-20
Careers and Enterprise Company	68	Expand the Dorset Enterprise Adviser Network to 56 schools/colleges	TBC	Skills Policy Manager	Aug-19
Careers and Enterprise Company	42	Recruit 56 Enterprise Advisers	TBC	Skills Policy Manager	Aug-19
Careers and Enterprise Company	36	Match 56 schools/colleges to an EA	TBC	Skills Policy Manager	Aug-19
Careers and Enterprise Company	3.5	Introduce a dedicated Enterprise Coordinator (EC) for Weymouth & Portland and a 3rd EC (0.5) for the Bournemouth, Christchurch and Poole Area		Skills Policy Manager	Sep-19
Careers and Enterprise Company	N/A	Create Careers Hub in Dorset	TBC	Skills Policy Manager	Sep-19
Careers and Enterprise Company & Housing		Support construction careers event		Housing Policy Manager & Skills Policy Manager	May-19
Communications		Implement a new website to better profile Dorset LEP and its activities and reflect best practice in transparency and governance		Communications Manager	Jun-19
Communications		Update Dorset LEP Communications and Engagement Strategy including brand guidelines		Communications Manager	Jun-19
Communications		Update Branding and Communications guidelines for all projects		Communications Manager	Jun-19
Communications	N/A	Implement Instagram to reach a wider audience and facilitate engagement through multimedia content		Communications Manager	Apr-19
Communications		Increase engagement with social media platforms by 10% by March 2020		Communications Manager	Mar-20
Communications		Deliver an Annual Report		Communications Manager	Aug-19
Communications		Annual Conference with public		Communications Manager	May-19
Communications		Deliver 5 events across Dorset to engage, network and facilitate discussions with businesses		Communications Manager	Mar-20
Communications	N/A	Establish alternative engagement methods through online survey/consultation to engage, network and facilitate discussions with businesses. Such as Quarterly Economic Survey in partnership with DCCI and evidence gathering for LIS		Communications Manager	Mar-20
Communications		Increase coverage in regional and national media by 10%		Communications Manager	Mar-20
Communications		Increase publication of opinion pieces and thought leadership articles by 10%		Communications Manager	Mar-20
Communications	N/A	Provide MP and Government Officers briefing packs through a bimonthly newsletter		Communications Manager	Mar-20
Communications		Enhance number of stakeholders who access the monthly newsletter by 10%		Communications Manager	Mar-20
Communications	N/A	Create a sponsorship strategy		Communications Manager	
Communications	N/A	Create a fortnightly team update ahead of team meetings		Communications Manager	Mar-20
Communications	N/A	Enhance Staff Induction Pack		Communications Manager	Jun-19
Corporate Services		Meet with MPs and Government Officers on a bi-annual basis		LEP Director	Mar-20
Corporate Services	N/A	Development of a sponsorship contract and process package		Programme Manager	Jul-19
Digital		Work with key stakeholders to produce a Digital Strategy for Dorset		Programme Manager	Mar-20
Digital		Promote and support BCP's 5G Conference (05/07/19)		Programme Manager	Jul-19
Dorset Gateway		900 businesses receiving light touch support		Business Engagement and Dorset Gateway Manager	Mar-20
Dorset Gateway		180 businesses receiving medium intensity support		Business Engagement and Dorset Gateway Manager	Mar-20
Dorset Gateway		90 businesses receiving high intensity support		Business Engagement and Dorset Gateway Manager	Mar-20
Dorset Gateway		80 days of bid writing support provided		Business Engagement and Dorset Gateway Manager	Mar-20
Dorset Gateway		250 businesses engaged in bid writing support activities		Business Engagement and Dorset Gateway Manager	Mar-20
Dorset Gateway		Minimum of 10 grant funding applications, involving Dorset-based businesses, submitted to UK funders		Business Engagement and Dorset Gateway Manager	Mar-20
Dorset Gateway		80% customer satisfaction for medium and high intensity support engagements		Business Engagement and Dorset Gateway Manager	Mar-20
Dorset Gateway	7%	Increase the uptake of Innovate UK funding (or similar) to 20%		Business Engagement and Dorset Gateway Manager	Mar-20
Dorset Growth Deal	32 projects started	Start 12 projects		Programme Manager	Mar-20
Dorset Growth Deal	19 projects completed	Complete 10 projects		Programme Manager	Mar-20
Dorset Growth Deal	£55.8m spent	Growth Deal outturn/ expenditure is £27.9m for 2019/20 year		Programme Manager	Mar-20
Dorset Growth Deal	1,520	Growth Deal projects will deliver 100 houses in 2019/20 year	3,640	Programme Manager	Mar-20
Dorset Growth Deal	1,448	Growth Deal projects will deliver 1,467 jobs in 2019/20 year	20,000	Programme Manager	Mar-20
Dorset Growth Deal	1,303	Growth Deal projects will deliver 415 apprenticeships in 2019/20 year	8,891	Programme Manager	May-19
Dorset Growth Deal	3,377	Growth Deal projects will train 1,067 students in 2019/20 year	3,793	Programme Manager	May-19
Dorset Innovation Park EZ	8 new businesses started	8 new businesses started trading on the Enterprise Zone	TBC	Enterprise Zone Manager	Mar-20

APPENDIX A - DORSET LEP DELIVERY PLAN KPIS

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Theme	Achieved to date (March 2019)	SMART Objective	Forecast 2025	Owner	Deadline/ Completion Date
Dorset Innovation Park EZ	131 jobs created / safeguarded	110 new / safeguarded jobs on the Enterprise Zone	880	Enterprise Zone Manager	Mar-20
Dorset Innovation Park EZ	£85,774 business rate increase	£105,970 value of business rate retention at the Enterprise Zone	£812,072	Enterprise Zone Manager	Mar-20
Dorset Innovation Park EZ	2 acres of land made ready	2 acres of land made ready for development on the Enterprise Zone	TBC	Enterprise Zone Manager	Mar-20
Dorset Innovation Park EZ	Chesil House windows replaced	3,000 sq ft (278 sq m) commercial floorspace constructed or refurbished on the Enterprise Zone	TBC	Enterprise Zone Manager	Mar-20
Dorset Innovation Park EZ	One assisted with scale up and two with R&D Tax credit support	Five businesses on the Enterprise Zone assisted by Dorset LEP business support programmes (Gateway, Dorset Growth Deal and Growing Places Fund etc.)	TBC	Enterprise Zone Manager	Mar-20
Dorset Innovation Park EZ	Local webpage	Implement and promote a new promotional website/page to attract national and international investors	N/A	Enterprise Zone Manager	Aug-19
European Funding		EU funds must be contracted by end December 2020 and the LEP will continue to work with Government to ensure the full Dorset LEP allocation is invested in the area by this date.		LEP Director	Dec-20
Growing Places Fund	10 projects started	Start 4 projects		Strategy Development Manager	Mar-20
Growing Places Fund	5 projects completed	Compete 1 project		Strategy Development Manager	Mar-20
Growing Places Fund	£11,694,394 invested to date	£2m capital investment in 2019/2020		Strategy Development Manager	Mar-20
Housing		Prepare a targeted PR and communications strategy aimed at improving engagement with the construction sector		Housing Policy Manager	Sep-19
Housing		Host an engagement and information sharing event with the Dorset construction sector		Housing Policy Manager	Dec-19
Housing		Create a stakeholder framework to maximise opportunities investment in construction skills training.		Housing Policy Manager	Aug-19
Housing		Prepare briefing paper on MMC		Housing Policy Manager	Nov-19
Housing		Arrange and host briefing events to promote and inform partners on MMC its products and services		Housing Policy Manager	Mar-20
Housing		Produce a summary guide to the construction sector in Dorset		Housing Policy Manager	Mar-20
Housing		Prepare business case reviews for development enabling and expert viability teams		Housing Policy Manager	Apr-20
Housing & Skills		Produce a guide for construction training in Dorset		Housing Policy Manager	Nov-19
Local Industrial Strategy		Complete a Local Industrial Strategy with Government		Strategy Development Manager	Mar-20
Skills		Enhance existing LMI sheets and share Labour Market Information to shape appropriate curriculum development matched to skills needs including higher skills levels.		Skills Policy Manager	Mar-20
Skills		N/A Create a Skills Advisory Panel		Skills Policy Manager	Sep-19
Skills		N/A Seek funding for a Digital Skills Partnership to ensure local people can participate in our growing creative technology cluster and access the digital economy.		Skills Policy Manager	Mar-20
Skills		N/A Support Careers and Apprenticeship Show 2020 and Big Bang 2020		Skills Policy Manager	Mar-20
Strategic Infrastructure		Develop a Strategic Growth Plan		LEP Director	Mar-20

REPORT DATE
 08/05/2019

PROJECT INFORMATION									FINANCIAL INFORMATION				OUTPUTS AND OUTCOMES			
PROJECT NAME	PROJECT DELIVERY PARTNER	PROJECT LOCATION	PROJECT THEME	PROJECT START DATE	PROJECT END DATE	% TIME COMPLETE	PROJECT STATUS	PROJECT SUMMARY	TOTAL PROJECT BUDGET	TOTAL GROWTH DEAL FUNDING	SPENT TO DATE	% SPENT TO DATE	FORECAST OUTPUTS	PROGRESS TOWARDS FORECAST	FORECAST OUTCOMES	PROGRESS TOWARDS FORECAST
5G Testbed	Bournemouth, Christchurch and Poole Council (BCP)	Bournemouth	Digital/ Internet Infrastructure	01/04/2019	31/03/2021	5%	Pre-contract	5G and digital Testbed in the Lansdowne area of Bournemouth.	£1,000,000	£1,000,000	£0	0%	To be confirmed. Business case will be considered by Dorset LEP Board.	Pre-contract	To be confirmed. Business case will be considered by Dorset LEP Board.	Pre-contract
Agri-tech Centre	Kingston Maurward College	Dorchester	Skills	01/11/2015	31/07/2016	100%	Completed	Construction of a new cutting-edge Agri-Tech training facility.	£1,200,000	£900,000	£900,000	100%	=AE13- Agri-Tech Centre including high spec workshop and machinery facilities - Fleet of tractors, including GPS tractor, plough, sprayer and variable rate drill	Delivered		On Target
Bournemouth International Growth (BIG) Programme	Bournemouth Borough Council & Dorset County Council	Bournemouth	Transport	01/04/2015	31/03/2021	68%	Ongoing	Major economic growth plan focused on improving connectivity, easing congestion, protecting existing jobs and creating new ones in and around Bournemouth Airport and Wessex Fields.	£59,400,000	£45,200,000	£23,426,566	52%	Reconstruction of A338, improvements to Blackwater Junction, Chapel Gate and Hurn Roundabout, widening between Blackwater-Cooper Dean, proposed new junction at Wessex Fields, improvements along A348 corridor.	On Target	- Create 10,000 jobs - Release 60HA of employment land - Generate up to £500m GVA - Deliver 350 homes	On Target
Centre of Excellence for Motor Vehicle Technology	Weymouth College	Weymouth	Skills	01/04/2019	31/03/2020	10%	Pre-contract	Centre of Excellence for Motor Vehicle Technology is a transformational project aimed at future-proofing Weymouth College's advanced Motor Vehicle workshop space and develop hybrid and fully electric vehicle facilities.	£250,000	£250,000	£0	0%	To be confirmed. Business case will be considered by Dorset LEP Board.	Pre-contract	To be confirmed. Business case will be considered by Dorset LEP Board.	Pre-contract
Dorset Innovation Park - Strategic delivery	Dorset County Council & Purbeck District Council	Winfrith	Enabling Works	01/01/2018	31/03/2020	60%	Ongoing	Funding towards the 1-5 Investment Plan	£3,084,000	£1,000,000	£0	0%	To be confirmed. Business case will be considered by Dorset LEP Board.	Pre-contract	To be confirmed. Business case will be considered by Dorset LEP Board.	Pre-contract
Eden Portland	MEMO, Albion Stone & Eden Project	Portland	Tourism	01/04/2017	31/03/2019	100%	Completed	Development of an art gallery, a new scientific institution, and an interactive visitor destination within a working mine.	£1,600,000	£1,000,000	£1,000,000	100%	Design, development and planning work to enable project.	Delivered	- £15.8m leveraged funds - 325k visitors per annum - 30 apprentices	On Target
Engineering & Manufacturing Project & Finance & Business Project	Bournemouth & Poole College	Bournemouth & Poole	Skills	25/11/2015	31/10/2016	100%	Completed	Upgrading of Financial & Business Services building and training facilities and Engineering & Manufacturing training facilities.	£3,429,964	£2,565,150	£2,562,691	100%	- Upgrade training facilities to C rating (including cladding, replacement of windows, roof repairs). - AutoCAD classrooms and 3D printing facilities - investment in lathe and milling areas	Delivered		On Target
Enterprise Hub	Dorset Council	Sturminster Newton	Employment	01/04/2019	31/03/2020	10%	Pre-contract	Flexible office space for starter and small businesses at the North Dorset Business Park in Sturminster Newton	£2,000,000	£392,000	£0	0%	To be confirmed. Business case will be considered by Dorset LEP Board.	Pre-contract	To be confirmed. Business case will be considered by Dorset LEP Board.	Pre-contract
Gillingham Access to Growth	Dorset County Council	Gillingham	Transport	01/04/2018	31/03/2021	37%	Ongoing	Transport infrastructure improvements to support the housing and employment urban extension of Gillingham.	£5,310,000	£3,450,000	£16,984	0%	Junction improvements on: - Shaftesbury Road/New Road - Newbury/Le Neuborg Way - SCOOT installation on 5 junctions along the B3081/B3092 corridor - Sustainable transport improvements - The Enmore Green Link Road design	On Target	- 1,350 new homes - 6 HA employment land unlocked - 1,250 jobs	On Target
Holes Bay	Borough of Poole Council	Poole	Enabling Works	01/01/2018	31/03/2021	42%	Pre-contract	Enabling works to unlock major housing site and employment land.	£5,000,000	£5,000,000	£0	0%	Enabling works to include: - Flood mitigation - New Quaysides - Public Access - Public Realm	Pre-contract	- 15.98 HA land unlocked - 1,350 new homes	Pre-contract
Innovation Studio	Arts University Bournemouth	Poole	Employment	01/04/2017	31/03/2020	70%	Ongoing	Creation of a new state of the art incubation facility studio to support digital and creative industries for the whole of Dorset.	£1,400,000	£1,400,000	£178,955	13%	Construction and fit out of Innovation Studio on AUB land.	On Target	- 28 graduate start ups - 31 business start ups	On Target
Institute for Medical Imaging and Visualisation	Bournemouth University	Bournemouth	Innovation	01/01/2018	30/06/2019	90%	Ongoing	Institute for Medical Imaging and Visualisation (including for Prosthetics & Cybernetics) that will bring together stakeholders from research, education, high value medical industries.	£1,400,000	£1,400,000	£203,980	15%	Revised business case presented to Dorset LEP Board in May 2018 for decision.	On Target	Revised business case presented to Dorset LEP Board in May 2018 for decision.	On Target

PROJECT INFORMATION									FINANCIAL INFORMATION				OUPUTS AND OUTCOMES			
PROJECT NAME	PROJECT DELIVERY PARTNER	PROJECT LOCATION	PROJECT THEME	PROJECT START DATE	PROJECT END DATE	% TIME COMPLETE	PROJECT STATUS	PROJECT SUMMARY	TOTAL PROJECT BUDGET	TOTAL GROWTH DEAL FUNDING	SPENT TO DATE	% SPENT TO DATE	FORECAST OUTPUTS	PROGRESS TOWARDS FORECAST	FORECAST OUTCOMES	PROGRESS TOWARDS FORECAST
Jurassica	Jurassica	Portland	Tourism	01/04/2015	30/04/2015	100%	Completed	Funding to support design and planning work for proposed major new tourist attraction in Portland.	£300,000	£300,000	£300,000	100%	Feasibility study and bidding document for HIF application.	Delivered		Delivered
Lansdowne Business District	Bournemouth Borough Council	Bournemouth	Digital/ Internet Infrastructure	01/04/2017	31/03/2021	53%	Ongoing	Develop Lansdowne into a major commercial business district through transport upgrade, public realm, digital infrastructure.	£12,750,000	£8,500,000	£742,042	9%	Infrastructure and urban realm improvements: - Improving street scene - Restricting motor vehicle movements - Creation of public space along Holdenhurst Road - Improved walking and cycling links to the main rail station	On Target	- 1,250 jobs - 0.8 HA land unlocked - 70 new businesses - 470 business start ups	On Target
Literary & Scientific Institute (LSI)	Bridport Area Development Trust	Bridport	Employment	01/04/2017	31/03/2018	100%	Completed	Restoration and conversion of the LSI building to support provision of services for local economic growth.	£2,702,900	£56,250	£56,250	100%	Upgrade of LSI building to include: - incubation workspaces - work hub space - flexible meeting and networking space - full fibre broadband	Delivered	- 9 direct jobs - 2 apprentices - Annual reinvested income of £225k	On Target
Mary Anning Wing	Lyme Regis Museum	Lyme Regis	Tourism	01/07/2017	31/03/2018	100%	Completed	Funding towards the building of the Mary Anning Wing of Lyme Regis to enhance learning, exhibition and café space.	£1,464,250	£56,250	£56,250	100%	Mary Anning Wing extension to Lyme Regis Museum includes: - learning space - extended exhibition - expanded retail space - public toilets and a lift	Delivered	- 2.5 jobs - 28,500 visitors per annum	On Target
Orthopaedic Research Institute (ORI)	Bournemouth University	Bournemouth	Innovation	01/10/2015	30/09/2019	90%	Ongoing	Phase 1: Purchase of equipment to establish the Orthopaedic Research Institute. Phase 2: Purchase of additional equipment and expansion of ORI as a global gateway.	£1,650,000	£1,650,000	£963,916	58%	Phase 1: Purchase of 4 key pieces of world leading equipment Phase 2: Purchase of additional equipment - expansion of facilities	On Target	- £100m leverage funds - 25 direct jobs - 425 indirect jobs	On Target
Port of Poole Infrastructure Programme	Borough of Poole Council	Poole	Transport	01/04/2015	31/03/2021	68%	Ongoing	Six transport schemes to improve access into and around the Port of Poole. The investment will help drive local economic growth and bring an anticipated £500 million of leveraged private investment in to the area.	£24,853,500	£21,819,000	£16,098,296	74%	Transport improvements to: - A349 Gravel Hill & Dunyeats Roundabout - Darby's Corner - Poole Bridge - Townside Access - Hatch Pond (additional) - Broastone Way/ Cabot Lane (additional)	On Target	- 2,500 new homes - 1,200 jobs - Generate up to £250m GVA	On Target
Quadrant - Dorset Innovation Park	Purbeck District Council	Winfrith	Enterprise	01/10/2016	31/03/2018	100%	Completed	Purchase of land and build of workshop units to support businesses at Dorset Innovation Park, Enterprise Zone.	£2,800,161	£600,000	£600,000	100%	- 6 HA land unlocked - 20 workspace units available for occupation	Delivered	- 60 jobs - 20 businesses relocated/ created	On Target
Shire Hall	West Dorset District Council	Dorchester	Tourism	01/06/2017	30/04/2018	100%	Completed	Restoration of a Grade 1 listed building as a visitor attraction.	£3,006,264	£56,250	£56,250	100%	Improvements to the Shire Hall building to include: - 2 apartments for rent - exhibition & law courts refurbished - café & shop	Delivered	- 5 new jobs - 1 apprentice per annum - 50 volunteer positions - 32k visitors per annum - 2 business starts	On Target
Stewarts Agri-Tech Glasshouse	D Stewart & Son LTD	Christchurch	Innovation	01/04/2019	31/03/2020	10%	Pre-contract	Agri-tech facility with automated features to enable increased turnover, job creation and more sustainable horticultural production.	£1,580,556	£297,000	£0	0%	To be confirmed. Business case will be considered by Dorset LEP Board.	Pre-contract	To be confirmed. Business case will be considered by Dorset LEP Board.	Pre-contract
Swanage Pier	Swanage Pier Trust	Swanage	Tourism	01/08/2017	31/03/2020	66%	Completed	Restoration of Swanage Pier to secure education and retail facilities.	£2,213,069	£56,250	£56,250	100%	- Repairs and restoration of Swanage Pier - Refurbishment of an existing Grade 2 listed building	On Target	- Increase of 12,500 visitors annually - 26 jobs - 365 volunteer positions	On Target
Wallisdown Road	Bournemouth Borough Council	Bournemouth	Transport	01/01/2018	31/03/2021	42%	Pre-contract	Upgrade to major Bournemouth-Poole commuter corridor, with emphasis on sustainable transport.	£3,468,500	£1,335,000	£0	0%	Revised business case will be presented to Dorset LEP Board for decision.	Pre-contract	Revised business case will be presented to Dorset LEP Board for decision.	Pre-contract
Western Growth Corridor	Weymouth & Portland Borough Council	Weymouth	Enabling Works	26/11/2015	31/03/2017	100%	Completed	Preparatory work into planned development of public assets.	£600,000	£600,000	£593,957	99%	Preparatory work to inform and create the Western Growth Corridor Strategy.	Delivered	- £11m leverage of public assets to deliver WGC Strategy - 56 HA land unlocked - 2,700 jobs - 400 homes	On Target



DORSET LOCAL ENTERPRISE PARTNERSHIP Growing Places Fund Project Dashboard



HM Government

REPORT DATE
08/05/2019

PROJECT INFORMATION								FINANCIAL INFORMATION				OUPUTS AND OUTCOMES				
PROJECT NAME	PROJECT DELIVERY PARTNER	PROJECT LOCATION	PROJECT THEME	PROJECT START DATE	PROJECT END DATE	% TIME COMPLETE	PROJECT STATUS	PROJECT SUMMARY	TOTAL PROJECT BUDGET	TOTAL GPF FUNDING	REPAYMENT TO DATE	% REPAYMENT TO DATE	FORECAST OUTPUTS	PROGRESS TOWARDS FORECAST	FORECAST OUTCOMES	PROGRESS TOWARDS FORECAST
Alder Hills	Bournemouth Churches Housing Association	Poole	Business Support	28/02/2014	28/02/2019	100%	Completed	This scheme is for the purchase and refurbishment of the former "Remploy" factory at Alder Hills, Poole, to develop a Business Development Hub and Social Enterprise Centre of Excellence along with the catering and café and conferencing services.	£775,000	£775,000	£775,000	100%	1,300 sqm of refurbished co-working space and provision of co-working space together with catering and conferencing facilities, including a café.	Delivered	26 full-time jobs created, provision of business support, office rental, co-working space, catering and training facilities	Delivered
Bionanovate	Bionanovate, Ltd	Poole	Refurbishment	23/12/2015	23/12/2020	67%	Ongoing	The loan is for the purchase, refurbishment and development of the former Sunseeker building at Mannings Heath Road, Poole. Bionanovate is then to locate its three businesses on the site, renting out any additional space to other businesses.	£1,700,000	£1,700,000	£0	0%	The loan is for the purchase, refurbishment and development of the former Sunseeker building at Mannings Heath Road. Creation of 2,384 sqm floor space.	On Target	50 full-time jobs created.	On Target
Boscombe Regeneration, Community Land Trust	Bournemouth Borough Council	Boscombe, Bournemouth	Housing	07/05/2013	16/10/2015	100%	Completed	The development of 11 affordable, low energy family homes at Gladstone Mews in Boscombe, including the added value of the inclusion of latest fire suppression systems, allotments and community orchard.	£1,194,394	£1,194,394	£1,194,394	100%	11 affordable, low energy homes	Delivered	20 full-time jobs created	Delivered
Castle Court, Ospray Quay	Weymouth & Portland Borough Council	Portland	Public Realm	04/04/2013	31/07/2014	100%	Completed	The development of the Castle Court Public Realm works at Osprey Quay, Portland. The project focused on soft and hard landscaping to create the new Liberty Square in front of the derelict Navy Canteen Building,	£500,000	£500,000	£500,000	100%	Provision of a major aesthetic enhancement to the area Osprey Quay area.	Delivered	- 21 apartment units within the existing Canteen building for shared ownership - 47 residential houses and flats for private sale	Delivered
Cobham Gate	Glenbeigh Developments Ltd	Wimborne	Enabling Works	21/04/2016	21/04/2021	61%	Ongoing	To enable access to the commercially strategic site and to provide supporting infrastructure, particularly the maintenance of roads within the site, off-site road improvements, operational services, drainage and landscaping and to deliver serviced plots at the Cobham Gate.	£1,500,000	£1,500,000	£500,000	33%	8.4ha site development and plot preparation for sale	On Target	Approximately 40,000 sqm of floor space.	On Target
Field International	Field International	Poole	Other	13/05/2013	13/05/2018	100%	Completed	This scheme is to facilitate refinancing to enable the development of a new building.	£2,315,000	£2,315,000	£2,315,000	100%	Refinancing completed	Delivered	50 jobs safeguarded and 10 jobs created, including some apprenticeship positions. Expansion of the business and increased turnover.	Delivered
Hamworthy	Borough of Poole	Hamworthy, Poole	Public Realm	22/12/2015	28/02/2021	100%	Completed	Construction of a pedestrian / cycle footbridge over a branch railway line allowing access from Lower Hamworthy to Hamworthy Park, together with a new road crossing and pedestrian improvements to Blandford Road in Hamworthy.	£660,000	£660,000	£660,000	100%	Construction of a pedestrian / cycle footbridge	Delivered	Un-lock the next phase of development in the Hamworthy regeneration area, Link the new developments in the Hamworthy regeneration area to the existing facilities/green space in Hamworthy Park, Facilitate and encourage active/sustainable travel	Delivered
North Dorset Business Park	Dorset County Council	Sturminster Newton	Enabling Works	01/03/2013	01/03/2018	100%	Completed	Site servicing works to create serviced plots for owner occupiers to build workspace and a high quality business park targeted at food production.	£800,000	£800,000	£800,000	100%	7,400 m ² of new employment floor space	On Target	250 full-time jobs created	On Target
Ultrafast Broadband	Dorset County Council	Dorset	Digital/ Internet Infrastructure	01/04/2017	31/03/2020	70%	Ongoing	To deliver superfast broadband to Dorset Enterprise Zone, Bournemouth Airport and the Western Growth area.	£6,585,000	£2,000,000	£37,500	2%	Pure fibre gigabit (1,000Mbps) connectivity across the Enterprise Zone, and Aviation Park, Bournemouth Airport, 91% coverage to the priority premises, Total superfast coverage across Bmth, Dorset and Poole to increase to 98%, 3,856 premises to have access to at least superfast (30Mbps+) speed, 3,589 of those with access to gigabit speeds	Behind Programme	Contribute to realisation of strategic prosperity and economic growth benefits across Dorset, directly support the creation of 12,000 new jobs at Dorset Enterprise Zone and Bournemouth Airport	Behind Programme
Animal Park	Kingston Maurward College	West Dorset	Tourism	01/01/2019	31/12/2023	7%	Ongoing	Project currently under legal due diligence	£250,000	£250,000	£0	0%	3 x part-time roles created. 2 x full-time jobs and 1 x part-time job safeguarded.	On Target	Increased length of operating season. Improved revenue and footfall, both in terms of length of operating season and also in terms of wet weather accessibility and activity.	On Target
Committed project #1	TBD	South East Dorset	Other	TBD	TBD	TBD	Pre-contract	Project currently under legal due diligence	£1,634,000	£1,634,000	£0	0%	TBD	Pre-contract	TBD	Pre-contract



REPORT DATE
08/05/2019

PROJECT INFORMATION								FINANCIAL INFORMATION			OUPUTS AND OUTCOMES				
PROJECT NAME	PROJECT DELIVERY PARTNER	PROJECT LOCATION	PROJECT THEME	PROJECT START DATE	PROJECT END DATE	% TIME COMPLETE	PROJECT STATUS	PROJECT SUMMARY	TOTAL PROJECT BUDGET	SPENT TO DATE	% SPENT TO DATE	FORECAST OUTPUTS	PROGRESS TOWARDS FORECAST	FORECAST OUTCOMES	PROGRESS TOWARDS FORECAST
Custom Brokerage Service	Dorset Chamber of Commerce and Industry	n/a	Business Support	01/06/2018	31/03/2020	51%	Ongoing	To be the key access point for brokerage to a wide-range of business support services in the Dorset county area	£138,930	£46,920	34%	1,500 businesses recorded and engaged 300 businesses brokered into external business growth services 150 businesses taking up external business growth services	On Target	100 businesses reporting growth as a result of the support provided 80% satisfaction level with businesses engaged with	On Target
Bid Writing Support Service	BrooksKebbey Ltd.	n/a	Business Support	01/04/2018	31/03/2020	50%	Ongoing	Supporting Dorset businesses to write and submit bids for funding that will enable growth through innovation and contribute to our goal of improving productivity in Dorset.	£74,000	£28,489	38%	80 Days of bid writing support provided to Dorset-based businesses Tracking success rates of bids that are supported through the service Identification of Dorset companies who are R&D active and/or bid-ready	On Target	Number of businesses using the service successful with their application	On Target
Customer Relationship Management System	Tractivity Ltd.	DLEP	Business Support	15/06/2018	31/03/2020	50%	Ongoing	The CRM system will enable DLEP to build and manage a comprehensive log of all business support engagements that access the Dorset Gateway services.	£31,502	£16,392	52%	All DLEP business engagement activity captured on CRM	On Target	Firm-level data for medium and high-level intensity engagements recorded	On Target
Scale-up Support	Finn Morgan	DLEP	Business Support	13/08/2018	31/03/2020	45%	Pre-contract	Identify Dorset-based scale-up businesses and develop a programme/workpackage of targeted support Maintain a strong overview of relevant Government policy in relation to business support, including activity focused on scale-up businesses.				All Dorset-based scale-up businesses identified and contacted Pilot programme established 30 scale-up businesses engaged in pilot programme	Pre-contract	Businesses taking part in scale-up programme reporting increased confidence in growth potential	Pre-contract
Business Engagement	Finn Morgan	DLEP	Business Support	13/08/2018	31/03/2020	45%	Ongoing	Contribute to and support the wider development and delivery of the LEPs business engagement strategy				Development of business engagement strategy Development of the LEPs pipeline of SME projects for targeting funding opportunities made available by Government to deliver the Industrial Strategy.	On Target	Increased business engagement in Dorset LEP programmes Pipeline of SME projects in place	On Target



DORSET LOCAL ENTERPRISE PARTNERSHIP Dorset Innovation Park Project Dashboard



REPORT DATE
08/05/2019

PROJECT INFORMATION								FINANCIAL INFORMATION			OUPUTS AND OUTCOMES				
PROJECT NAME	PROJECT DELIVERY PARTNER	PROJECT LOCATION	PROJECT THEME	PROJECT START DATE	PROJECT END DATE	% TIME COMPLETE	PROJECT STATUS	PROJECT SUMMARY	TOTAL PROJECT BUDGET	SPENT TO DATE	% SPENT TO DATE	FORECAST OUTPUTS	PROGRESS TOWARDS FORECAST	FORECAST OUTCOMES	PROGRESS TOWARDS FORECAST
EZ Manager	Sarah Powell-Pisareva	Dorset Innovation Park	Business Support	06/01/2018	06/01/2020	67%	Ongoing	Manage the Enterprise Zone on behalf of Dorset LEP, working in partnership with DCC and PDC. Provide strategic oversight and deliver a comprehensive programme of development projects and regeneration activity.	Not public	Not public	Not public	Promotion of the Enterprise Zone locally and nationally to businesses and government Programme management of Implementation Plan(s)	On Target	Programme Management of EZ Implementation Plan years 2 and 3 and proactive attraction of new companies to Dorset Innovation Park	On Target
Local Development Order	Stride Treglown (Lead: Purbeck District Council)	Dorset Innovation Park	Enabling Works	05/12/2017	28/11/2018	100%	Completed	Professional fees associated with delivery of LDO covering detailed site investigations and surveys, ecology, landscape and design strategies, environmental impact assessments and planning fees.	£350,000	£284,501	81%	Dorset Innovation Park masterplan Design Guide Statements of Reason Detailed site investigation surveys Ecology, landscape, travel and design strategies Approval of LDO by Purbeck Planning Committee 28/11/18	Delivered	Approval of a Local Development Order that will streamline planning permission on the Park to 28 days or less. A USP that no other strategic economic development area in Dorset has.	Delivered
Marketing and Communications	Marketing agents Sibbett Gregory and CBRE, Dorset LEP	Dorset Innovation Park	Other	01/04/2017	31/03/2022	42%	Ongoing	Attendance at events and promotion to enhance sales take-up	£100,000	£26,910	27%	Marketing materials / brochures Banners and flags Website Attendance at key advanced engineering events	On Target	Local, national and international companies interested in relocating understand the Park's offering Increase in companies renting offices, leasing workshops and buying plots	On Target
Governance / Legal	Contractor tbc (Lead: Dorset LEP)	Dorset Innovation Park	Other	01/05/2019	30/06/2019	12%	Pre-contract	Legal advice on post-LGR governance documentation refresh and legal documentation gaps	£32,500	£0	0%	Completion of an independent EZ governance and financial management review, and use the resulting recommendations and best practice guidance to create a fit for purpose EZ governance and financial management structure, including related documentation	Pre-contract	Clarity of Enterprise Zone governance, financial management post LGR	Pre-contract
Long-term outcomes based plan	Contractor tbc	Dorset Innovation Park	Other	01/05/2019	30/06/2019	12%	Pre-contract	Create a new long-term (23 year, until the end of the EZ status in 2042) outcomes-based plan and related borrowing request for Dorset Innovation Park	£400,000	£9,881	2%	Long-term outcomes-based plan for Dorset Innovation Park. Related borrowing for upfront investment and initial implementation programme	Pre-contract	Commercially oriented development of Dorset Innovation Park to maximise EZ business rate return and encourage public/private vehicle investment opportunities	Pre-contract
Travel Plan	Contractor tbc (Lead: tbc)	Dorset Innovation Park	Transport	01/09/2019	31/03/2024	-7%	Pre-contract	Delivery of modal shift through the development of a detailed Travel Plan for Dorset Innovation Park, appointment of a Travel Plan Coordinator and company Travel Plan champions	tbc	£0	0%	New footways and cycleways to encourage modal shift Travel Plan Strategy for Dorset Innovation Park Travel Plan Coordinator	Pre-contract	Achievement of Travel Survey targets in 5 years (10% reduction in car travel)	Pre-contract
Gatehouse	Contractor tbc (Lead: Purbeck District Council)	Dorset Innovation Park	Enabling Works	11/04/2018	30/06/2019	88%	Pre-contract	Demolish of existing Gatehouse and construction of fit for purpose Gatehouse with marketing suite	£400,000	£9,881	2%	Fit for purpose Gatehouse Marketing suite	Pre-contract	Attractive and professional first impression of Dorset Innovation Park for potential occupiers and plot investors	Pre-contract
Landscape enhancements	Contractor tbc (Lead: Dorset County Council)	Dorset Innovation Park	Enabling Works	04/09/2019	30/11/2019		Pre-contract	Enhancement to strategic landscape design along principle road access routes	£85,000	£0	0%	Landscape enhancements required to adhere to the LDO masterplan	Pre-contract	Attractive campus-style setting where nature and the work environment blend	Pre-contract

PROJECT INFORMATION									FINANCIAL INFORMATION			OUPUTS AND OUTCOMES			
PROJECT NAME	PROJECT DELIVERY PARTNER	PROJECT LOCATION	PROJECT THEME	PROJECT START DATE	PROJECT END DATE	% TIME COMPLETE	PROJECT STATUS	PROJECT SUMMARY	TOTAL PROJECT BUDGET	SPENT TO DATE	% SPENT TO DATE	FORECAST OUTPUTS	PROGRESS TOWARDS FORECAST	FORECAST OUTCOMES	PROGRESS TOWARDS FORECAST
Chesil House refurbishment / Nucleus building	Contractor AHR for Stage 2 RIBA concept design	Dorset Innovation Park	Enabling Works			100%	Pre-contract	A building that enables high quality flexible managed business space with shared areas, offering like-minded businesses the office space to collaborate and develop new products.	£1,500,000			A Nucleus Innovation Hub and/or refurbished innovation space at Chesil House	Behind Programme	Space that generates increased business rate income, enables collaboration between businesses and shared area conversations to increase productivity	Behind Programme

REPORT DATE
08/05/2019

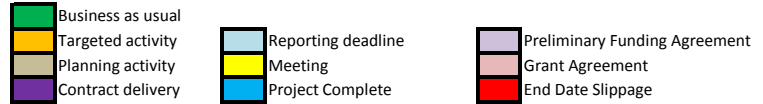
PROJECT INFORMATION									FINANCIAL INFORMATION				OUTPUTS AND OUTCOMES			
PROJECT NAME	PROJECT DELIVERY PARTNER	PROJECT LOCATION	PROJECT THEME	PROJECT START DATE	PROJECT END DATE	% TIME COMPLETE	PROJECT STATUS	PROJECT SUMMARY	TOTAL PROJECT BUDGET	TOTAL CEC FUNDING	SPENT TO DATE	% SPENT TO DATE	FORECAST OUTPUTS	PROGRESS TOWARDS FORECAST	FORECAST OUTCOMES	PROGRESS TOWARDS FORECAST
Enterprise Adviser Network	Bournemouth, Christchurch and Poole Council (BCP) and Dorset Council	Dorset County	Skills	01/04/2016	31/08/2019	91%	Ongoing	Dorset LEP is working with The Careers and Enterprise Company (CEC) and local authority partners to develop a Dorset wide Enterprise Adviser Network (EAN). Its purpose is to create powerful, lasting connections between local businesses, schools and colleges, including Special Educational Needs and Disability (SEND) provision, in the area. The network is intended to inspire and motivate young people, including those with SEND, supporting them to make informed choices about their future.	£534,273	£279,636	£309,244	58%	4 Enterprise Coordinators	On Target	<ul style="list-style-type: none"> o Expand the Dorset Enterprise Adviser Network to 56 schools/colleges by August 2019 o Recruit 56 Enterprise Advisers by August 2019 o Match 56 schools/colleges to an EA by August 2019 	On Target

DORSET LOCAL ENTERPRISE PARTNERSHIP
DRAFT European Structural Investment Fund Project Dashboard

REPORT DATE
08/05/2019

PROJECT INFORMATION										FINANCIAL INFORMATION				OUPUTS AND OUTCOMES			
Priority Axis	PROJECT NAME	PROJECT DELIVERY PARTNER	PROJECT LOCATION	PROJECT THEME	PROJECT START DATE	PROJECT END DATE	% TIME COMPLETE	PROJECT STATUS	PROJECT SUMMARY	TOTAL PROJECT BUDGET	TOTAL ESIF FUNDING	SPENT TO DATE	% SPENT TO DATE	FORECAST OUTPUTS	PROGRESS TOWARDS FORECAST	FORECAST OUTCOMES	PROGRESS TOWARDS FORECAST
ESF	Skills for Young People	CSW Group	Dorset County	Skills	01/04/2019	31/07/2021	4%	Ongoing	Supporting over young people (15-24 years) not in employment, education or training (NEETS) to develop new skills and move towards apprenticeships or other training		£900,000		0%	572 learner assessments & plans 57 progression paid employment 194 progression education 29 progression apprenticeship 29 progression traineeship	On Target		On Target
ESF	Skills Support to the Unemployed	Twin	Dorset County	Skills	01/04/2019	31/07/2021	4%	Ongoing	Supporting unemployed or economically inactive people (mainly 25 years upwards) to return to the labour market		£450,000		0%	297 learner assessments & plans 89 progression paid employment 24 progression education 30 progression apprenticeship 6 progression traineeship	On Target		On Target
ESF	Skills Support for the Workforce	Serco	Dorset County	Skills	01/04/2019	31/07/2021	4%	Ongoing	Providing skills support for the workforce in small businesses		£450,000		0%	236 learner assessments & plans 12 progression paid employment 24 progression education 12 progression apprenticeship 47 progression within work 1 LEP agreed development plan (research project)	On Target		On Target
ESF	Dorset Community Training Grants	Groundwork	Dorset County	Skills	01/04/2019	31/07/2021	4%	Ongoing	Awarding over £1m in community grants of £5,000 to £20,000 for charities and small organisations to help those furthest from the labour market with advice, guidance or training.		£1,260,000		0%	893 learner assessments & plans 152 progression paid employment 125 progression education	On Target		On Target

Dorset Gateway Forward Plan



Project Title	2018/2019												2019/2020												2020/2021											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
DORSET GATEWAY	[Grant Agreement]																																			
Management, governance and coordination																																				
Dorset Gateway Sub Group													[Meeting]												[Meeting]											
bi-monthly Board reporting													[Reporting deadline]												[Reporting deadline]											
Project evaluation													[Reporting deadline]												[Business as usual]											
Data, monitoring, reporting, valuation and value for money																																				
Bi-annual reporting to BEIS													[Reporting deadline]												[Reporting deadline]											
Business Support scorecard													[Business as usual]												[Business as usual]											
CRM development and reporting													[Business as usual]												[Business as usual]											
Strategic partnerships and business support simplification																																				
Developing marketing materials													[Targeted activity]																							
Marketing the service to the business community													[Targeted activity]												[Business as usual]											
Website reviewed and updated													[Targeted activity]																							
Communications to delivery partners													[Targeted activity]												[Business as usual]											
Triage, diagnostic and signposting																																				
Custom Brokerage Service delivery	[Grant Agreement]												[Contract delivery]												[Contract delivery]											
Mapping of business support provision													[Targeted activity]																							
Delivery principles agreed with delivery partners																																				
Ambitious and high growth businesses (Scale-Ups)																																				
Bid Writing Support Service	[Grant Agreement]												[Contract delivery]												[Project Complete]											
Scale-up support workpackage													[Preliminary Funding Agreement]												[Targeted activity]											
Bid writing workshops													[Targeted activity]												[Targeted activity]											



Dorset LEP Growing Places Fund Delivery Plan



- Due Dilligence
- Project Complete
- Project implemenation
- Loan repayment deadline
- Contract signed
- Project delivery delay

Date: 31 March 2019

Project Title	2012/2013				2013/2014				2014/2015				2015/2016				2016/2017				2017/2018				2018/2019				2019/2020				2020/2021				2021/2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Alder Hills																																								
Bionanovate																																								
Boscome Regeneration																																								
Castle Court																																								
Cobham Gate																																								
Field International																																								
Hamworthy																																								
North Dorset Business Park																																								
Ultrafast Broadband																																								
Kingston Maurward College																																								
Committed project 1																																								

Loan repayment due date: Dec 2023
Loan repayment due date: June 2024

APPENDIX D - RISK REGISTER

No	Risk	Risk Description	Mitigation	Owner	Impact (1-3)	Likelihood (1-3)	Risk Score (RAG)	Progress	Last updated	Status	Resource Requirements
1. STRATEGIC INFRASTRUCTURE											
1.1	Delay to Ultrafast contract delivery makes the project undeliverable	Ultrafast contract delivery is delayed, due to a number of factors.	BT - Openreach are a national delivery partner and are delayed in delivery across the Country.	Dorset LEP Board	3	3	9	Dorset Council Superfast Team are in the process of agreeing a remedial plan with BT Openreach for the delivery of the contract. Work is progressing at Dorset Innovation Park, as one of the key sites. Further information and investigations are taking place to move forward delivery at the Aviation Business Park.	30/04/2019	Open	Dorset Council Superfast Team
1.2	Delay to signing contract for Holes Bay project makes the project undeliverable by March 2021	Delay to signing contract (with Bourne-mouth, Christchurch and Poole Council) for Holes Bay project, due to the delivery partner agreement not being signed	Discussions with the Council and delivery partners have been ongoing to see whether issues can be resolved.	Dorset LEP Board	2	4	8	Further work is underway with the Council, to pursue an alternative delivery mechanism. This will be presented at the Dorset LEP Board in May 2019.	30/04/2019	Open	Dorset LEP Director, Programme Team
1.3	Insufficient grid capacity to support growth			Dorset LEP Director	3	2	6	Meeting is being set up with SEEN to further discussions about grid capacity and aspirations for improvements to the network	30/04/2019	Open	Dorset LEP Director, Clean Growth Lead
2. BUSINESS GROWTH & INVESTMENT											
2.1	Negative Brexit impact on Dorset	Dorset businesses are negatively affected by Brexit.	Continue to engage with Government where appropriate, to keep up to date with progress and information as it is published. Dorset LEP has set up a webpage with Brexit information for businesses across Dorset.	Dorset LEP Board	3	3	9	Dorset LEP ran a Brexit event in March 2019 ahead of the initial exit date to keep businesses up to date. Further information has been disseminated following the delay to Brexit to 31 October 2019.	11/04/2019	Open	Dorset LEP Director, Dorset Gateway and Business Engagement Manager
2.2	Dorset Innovation Park is not fully utilised and there is a poor return on business rates	Investment at the Dorset Innovation Park to bring forward businesses who will benefit from business rates, has been slower than expected. This reduces the business rate return to be invested in the site	Dorset LEP and Dorset Council are reviewing the business case/ investment plan and governance of the Enterprise Zone.	Dorset LEP Board	3	2	6		31/03/2019	Open	Dorset LEP Director, Enterprise Zone Manager
3. SKILLS											
3.1	Low social mobility in Weymouth & Portland	Social Mobility Commission's 'State of the nation' report highlights Weymouth & Portland as one of the worst areas for social mobility issues	Dorset LEP has bid to Careers and Enterprise Company for additional resource to support education interventions in this area	Dorset LEP Board	2	2	4			Open	Dorset LEP Director, Skills Policy Manager
3.2	Insufficient careers support across Dorset	Insufficient careers support across Dorset	Dorset LEP currently delivers the Enterprise Adviser Network which delivers across schools in Dorset.	Dorset LEP Board	2	2	4	Dorset LEP has bid to Careers and Enterprise Company for additional resource in the form of a Careers Hub to support education interventions across Dorset.		Open	Dorset LEP Director, Skills Policy Manager
4. CORPORATE SERVICES											
4.1	Local Government Reform	Dorset Council's are going through Local Government Reform following the decision by Secretary of State to merge the 9 Councils in Dorset to two Unitary Authorities.	Dorset LEP has continued to work with partners to reduce the risk to any impact on delivery of projects.	Dorset LEP Director	2	2	4	Dorset LEP has been actively engaging with the two new Unitary Authorities to ensure that development	30/04/2019	Open	Dorset LEP Board and Team

APPENDIX D - RISK REGISTER

No	Risk	Risk Description	Mitigation	Owner	Impact (1-3)	Likelihood (1-3)	Risk Score (RAG)	Progress	Last updated	Status	Resource Requirements
4.2	Cannot recruit to vacant positions	Dorset LEP core team is expanding to deliver Dorset LEP's work. Positions might not be filled due to skills available in Dorset for the roles, or because the positions are short term due to funding settlements from Government	Discussions with Government on financial settlements for longer than one financial year to provide longer term contracts	Dorset LEP Director	3	2	6	Dorset LEP are in the process of shortlisting and interviewing for a number of positions	30/04/2019	Open	Dorset LEP Board
4.3	Dorset LEP does not deliver a quality Local Industrial Strategy on time	Dorset LEP is working in partnership with Government to develop a Local Industrial Strategy.	Dorset LEP has continued its engagement with businesses to gather evidence and intelligence of the landscape. Evidence gathering has taken place through consultation events and an online consultation.	Dorset LEP Board	3	1	3	Dorset LEP will be running an annual Conference on 24 May 2019 Dorset LEP will be running deep dives into particular sectors in order to gather further evidence and intelligence as well as further engagement events on grand challenges.	30/04/2019	Open	Dorset LEP Director, Strategy Development Manager
4.4	Dorset LEP does not recruit the right skills for the Board	Dorset LEP does not recruit the right members to strategically lead Dorset LEP	Dorset LEP has an open recruitment process.	Dorset LEP Board Chair	3	1	3		30/04/2019	Open	Dorset LEP Board and Team

APPENDIX E - 2019/20 BUDGET

Version: 1

Updated by: Katherine May

Updated on: 30 April 2019

Funding Stream	Budget 2019-20
Core Fund	£1,325,000.00
Careers and Enterprise Company	£250,738.00
Enterprise Zone	TBC
Gateway	£205,000.00
Growing Places Fund - Revenue	£50,000.00
Growing Places Fund - Capital	£2,000,000.00
Growth Deal Capital	£26,587,507.00
Total	£30,418,245.00

The papers for agenda Item 6.2 are not included as they are Commercially Sensitive

DORSET LEP BOARD MEETING COVER SHEET

Meeting Date	15/05/19	Item Number	7.1
Security Level:	Confidential <input type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>
Paper Title	Connected Dorset Sub Group – Update Report		
Recommendation	That the LEP continue to support the Connected Dorset group's activities (see below).		
Papers are provided for:	Decision <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>

1. PURPOSE

To provide DLEP Board with an update on recent activity.

2. SUMMARY/BACKGROUND

- Dorset's Local Authorities have undergone reorganisation from 9 councils (2 unitary, 1 county, 6 district) into 2 unitary councils; Bournemouth, Christchurch & Poole (BCP) Council, and Dorset Council. This is expected to boost Dorset's profile nationally.
- BCP officers (with the support of WSP) are drafting a strategic outline business case for Transforming Cities funding (TCF), which is administered by the DfT. This is expected to be complete over the summer 2019 – the final deadline for the outline business case is 20th November 2019.
- There are 9 task groups and 6 goals for TCF, mostly around improving sustainable transport. Project proposals that will meet these goals are currently being developed.
- The Western Gateway Sub-national Transport Board is forming an evidence base with the support of its members, including the Local Authorities and LEPS. This will be finalised at committee in June, and submitted to the DfT in July 2019. The aim is to form a single view for the whole of Dorset to submit to the STB; this will be led by the Local Authorities.

3. RECOMMENDATION

- That the LEP continue to support drafting of TCF submissions and awarding of TCF funding to the SE Dorset Conurbation
- That the LEP provide advice to the LA officers drafting the business case fully
- That the LEP continue to support the formation of the Western Gateway STB

DORSET LEP BOARD MEETING COVER SHEET

Meeting Date	28 May 2019	Item Number	7.1
Security Level:	Confidential <input checked="" type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>	Unclassified <input type="checkbox"/>
Paper Title	Dorset LEP Inward Investment Team Report		
Recommendation	For information		
Papers are provided for:	Decision <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>

1. PURPOSE

To brief the board on inward investment cross LEP co-operation and current activity within the key sectors.

2. SUMMARY/BACKGROUND

This report supports the DLEP's strategic objective for growth by attracting foreign direct investment to sustain and increase employment opportunity.

Investment is achieved through the delivery of the Memorandum of Understanding for foreign direct investment in partnership with the Department for International Trade (Investment Services Team),

3. RECOMMENDATION

For information.

Key Sectors for Inward Investment:

Advanced Engineering & Manufacturing: Aerospace

South West Aerospace <http://www.southwestaerospace.co.uk/>

South West Aerospace is an informal group of the six South West LEPs for sector promotion primarily for inward investment. The project is led by the Director of Invest Bristol & Bath together with an aerospace consultant Yvonne Elsorougi and a GKN (Bristol) secondee to their team.

Paris Air Show 2019, 17-23 June

The UK Pavilion is organised and sponsored by ADS Group - Aerospace, Defence, Security & Space.

South West Aerospace taking a stand within the UK Pavilion, 2 pitches down from WEAFF and in the same line as DIT. Led by Invest Bristol & Bath. Using the same collateral as produced for Farnborough International Air Show 2018.

Charlotte Henderson to attend 4 days, to spend some time within the rota of staffing on the stand and to “walk the floor”. CH to also attend the ADS Reception.

iAero

A voluntary group of South West aerospace Primes, West of England Aerospace Forum and LEPs to support the aims of the Aerospace Growth Partnership in the South West – Innovation – Skills – Supply Chain.

The Aerospace Growth Partnership, also known as AGP, is a strategic partnership between government and industry which has been established to secure the future of the UK aerospace industry for the next 20 years and beyond.

iAero's South West Aerospace Priorities:

- To promote and raise the profile of the South West Aerospace Cluster nationally and internationally
- To develop the South West as a key location for advanced engineering (Aerospace) inward investment
- To deliver advanced technologies for the South West through investment in a high value design eco system integrating Government supported demonstrator and development projects
- To enhance the competitiveness and ensure ultimate productivity of the region's supply chain
- To deliver world class skills and training from a well-connected eco-structure which supports the needs of the South West's Aerospace industry at all levels
- To work collaboratively, to gain mutual advantage, with all associated organisations to support the development of advanced engineering sectors within the South West region

Dorset/iAero meeting 7th June 2019

Joanna Rufus has organised a meeting to be held near Dorchester with iAero's board chair Dave Best, Airbus, and board member Tom Egan, Leonardo Helicopters, with John Sutcliffe, David Walsh, Joanna Rufus, Charlotte Henderson to discuss alignment of the representation of the South West's aerospace.

West of England Aerospace Forum

The West of England Aerospace Forum (WEAF) is a membership trade organisation, not for profit. WEAF represents the aerospace and defence industry in the South West of England, UK. Leading South West Aerospace Primes are members of the Board, Chair Chris Wilson, Safran.

Advanced Engineering & Manufacturing: Marine

South Coast Marine Cluster <https://southcoastmarine.org.uk/>

South Coast Marine Cluster is a formal group representing the marine sector across the South/South West and has a full time co-ordinator based at Heart of the South West LEP.

- SCMC presented at Ocean Business, 9-11 April 2019 at National Oceanographic Centre, Southampton
- Continued engagement with MarRI-UK
- Continuing the "Defence Sector deal" discussions started Summer 2018
- Engagement with UK Gov Departments ref marine strand of the HOTSW LIS
- DIT contacts for offshore renewables exports
- With support from HOTSW and Hants CC the cluster also aims to start a piece of research work looking at the autonomy supply chain.

Poole Maritime Festival

The Business Programme opens Poole Maritime Festival on Monday 3rd June 2019, running through to Friday 7th June 2019. Bookings for all events have now reached a good level.

The theme of this year's programme is "Looking to the Future", ie exploring innovations in technology, systems and ways of working that are driving the future of the sector

Monday 3rd June 2019 – Smart Ports Focus Group

Interactive workshop to capture challenges, opportunities and creative ideas for the application of smart ports.

Thursday 6th June 2019 - Marine Growth and Innovation Conference

A half day Conference with an exciting line up of speakers to explore innovation in the marine and maritime sector and the business support and funding available to your business.

Followed by the **Harbour Heights Reception**, Networking and entertainment for business leaders in Dorset and to which the Invest in Dorset Ambassadors have been invited.

AgriTech

Department for International Trade **High Potential Opportunity for Inward Investment – Aquaculture**

After considerable delay by the Department for International Trade, Dorset's High Potential Opportunity for Aquaculture is due for completion 22nd May 2019 and will be launched at the Dorset LEP Annual Conference, 24th May 2019.

South West AgriTech

South West AgriTech web site under construction www.southwestagritech.co.uk

South West AgriTech cluster map now includes further business representation and centres of excellence <http://sw-agritech.cluster-map.com/>

South West AgriTech Meeting: 9th May 2019

- Budget review
- Tender for completion of web site
- Further promotion of cluster map and continued mapping of business
- Strength in Places Fund, any future bid would have to illustrate a far stronger commercial element.
- DIT Game Changing Technologies for Agriculture 10th October 2019, London – presence and promotion in Market Place.

Creative/Digital

Charlotte Henderson is currently working with Peter Truckel at Bournemouth University to produce an inward investment mini proposition on VFX (special effects).

DIT Augmented Reality/Virtual Reality Sector National Proposition

Joanna Rufus made a return.

Financial Services/Cyber Security

Dorset LEP Lead:

The Invest in Dorset Financial Services proposition to be reviewed and updated as necessary and added to the Invest in Dorset web site key sector pages.

DIT Retail Manufacturing Sector National Proposition

Joanna Rufus made a return.

DIT Health Ageing Sector National Proposition

Joanna Rufus made a return.

Dorset Ambassadors

More inclusive revival due Dorset LEP Annual Conference 24th May 2019.

Dorset Ambassadors are invited to attend the Poole Maritime Festival Reception to be held on 6th June 2019, 1800-2000 at the Harbour Heights Hotel, Poole.

Marketing Collateral

Dorset LEP Leads:

Currently working on producing 3 Mini Specialist Inward Investment Propositions for Dorset with Claire Corrie, Chalk Manor PR:

- Aerospace MRO (Maintenance – Repair – Overhaul) **COMPLETED**
- 5g broadband **COMPLETED**
- VFX at Bournemouth University (special effects) **WORK IN PROGRESS**
- Aquaculture (awaiting completion of the DIT HPO)
- Cyber Security **WORK IN PROGRESS**

RHS Chelsea Flower Show

2019 sees the 70th anniversary of the establishment of Kingston Maurward College which is celebrating with an exhibition garden at the 2019 RHS Chelsea Flower Show. The Dorset LEP is a co-sponsor of the garden to enable promotion on this international and high profile stage. Jo Rufus to represent Dorset LEP on Wednesday 22nd May.

DORSET LEP BOARD MEETING COVER SHEET

Meeting Date	28 May 2019	Item Number	7.1
Security Level:	Confidential <input type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>
Paper Title	Dorset LEP Rural Enterprise Group up-date		
Recommendation	None, for information		
Papers are provided for:	Decision <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>

1. PURPOSE

To provide an update for the Dorset LEP Board.

2. SUMMARY/BACKGROUND

- **Local Industrial Strategy** – The group had a wide-ranging discussion regarding the ways in which the REG could feed into the wider LIS for Dorset. Lorna Carver who assisted with discussions attended the meeting. A number of actions were agreed with regard to submissions and collation in June 2019.
- The meeting briefly reviewed the workplan and agreed that the themes were correct and Luke Rake should draft that allocation of tasks.
- The group noted the reduced presence of Local Authorities due to LGR, and will invite further officers or elected members in due course once committee structures were completed.
- **European Agricultural Fund for Rural Development (EAFRD)**: it was noted that this would be fully allocated assuming current pipelines are successful
- **LEADER** Monies continue to be allocated as below (with historic comparisons for interest). The group agreed that regardless of Brexit the Dorset LEP should continue to find and consider methods on ensuring similar locally delivered projects into the future.

3. RECOMMENDATION

None, for information

LEADER Programmes and Local Action Groups	Number of projects grant-aided	RDPE Investment	Total Investment	Average grant rate	Jobs Created/ Safeguarded	Rural population benefitting (Tourism, rural services and cultural projects)	Rural small & micro businesses directly benefitting includes social enterprises
2000-2007 Chalk and Cheese LEADER+ LAG (West Dorset and part of North and East Dorset)	54	£1.7m	Not available	Not available	Not available	Not available	Not available
2007-2013 Chalk and Cheese LEADER LAG (West Dorset, Purbeck & Portland only)	39	£1.66m	£2.54m	64%	Actual: 75 Jobs Created or safeguarded	Actual: 51,450	34
2014-2021 Northern Dorset and Southern Dorset LEADER LAGs Data to April 2019	66	£ 2.77m	£5.47m	51%	Forecast – 53.3 FTE created	Forecast: 250,968	54
Total Investment 2000-2021 (so far!)	159	£6.13m					

DORSET LEP BOARD MEETING COVER SHEET

Meeting Date	28 May 2019	Item Number	7.1
Security Level:	Confidential <input type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>
Paper Title	Update on Employment and Skills Policy priorities		
Recommendation	The Board is invited to note the paper and review the presentation		
Papers are provided for:	Decision <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>

1. PURPOSE

To share current Dorset LEP priorities for focus in Employment and Skills.

2. SUMMARY/BACKGROUND

DORSET CAREERS HUB

We have been successful in our bid to the Careers and Enterprise Company (CEC) for a Careers Hub in Wave 2. This gives us 12 months funding from September of approximately £150k for a full time Hub Lead. The Lead will work as part of the LEP skills team to accelerate learning and good practice in careers advice across 40 Dorset schools and colleges, measured by eight Gatsby Benchmarks of careers support.

Additionally the LEP will match fund a fifth Enterprise Coordinator (0.8 FTE) to work intensively, as part of the LEP skills team, in seven schools and colleges in the Weymouth and Portland area. This reflects the significant challenges faced by the college and schools in this deprived area. BCP Council has agreed in principle to match fund a sixth Enterprise Co-ordinator who will work in the conurbation.

A deployment team is working on an operational plan to support the launch of the Careers Hub including recruiting ten Cornerstone Employers who will use their resources, networks and expertise to champion the Hub to other employers.

DORSET ENTERPRISE ADVISER NETWORK

We continue to delivery this programme of activity across Dorset. We require more Enterprise Advisers (senior business volunteers who work strategically with schools and colleges on their Careers Plan and employer engagement) and would welcome involvement from the Board or their wider networks. Contact Tony in the first instance for more information / to volunteer.

SKILLS BOARD

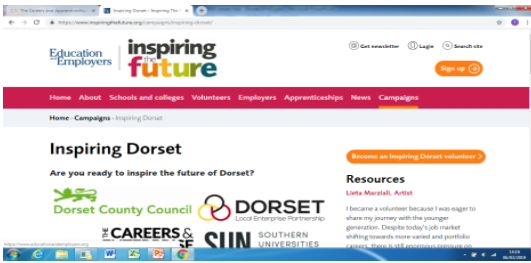
The Board will meet on 22 May.

Recruitment was unsuccessful for a Skills Analyst to support our new Skills Advisory Panel – we are therefore considering alternative ways to provide this government-funded support worth £75k. The Skills Advisory Panel will review skills demand and provision using tailored labour market information from the Analyst. The Panel will map skills gaps, LEP priorities

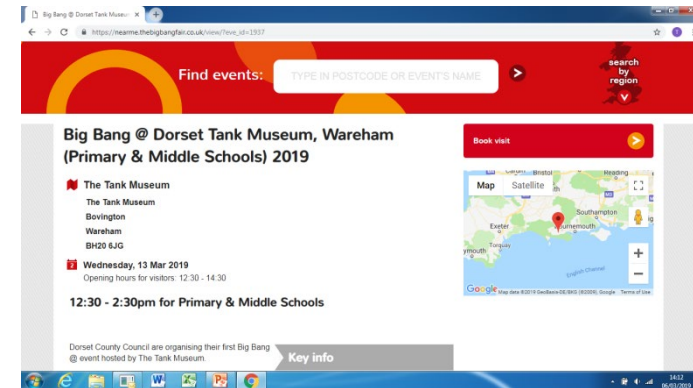
and unmet employer needs to better influence publicly funded skills and training provision through a deeper understanding of the skills ecosystem.

3. RECOMMENDATION

The Board is invited to note the paper and review the presentation.



**Skills Update :
Careers Hub
& Skills
Advisory Panel**



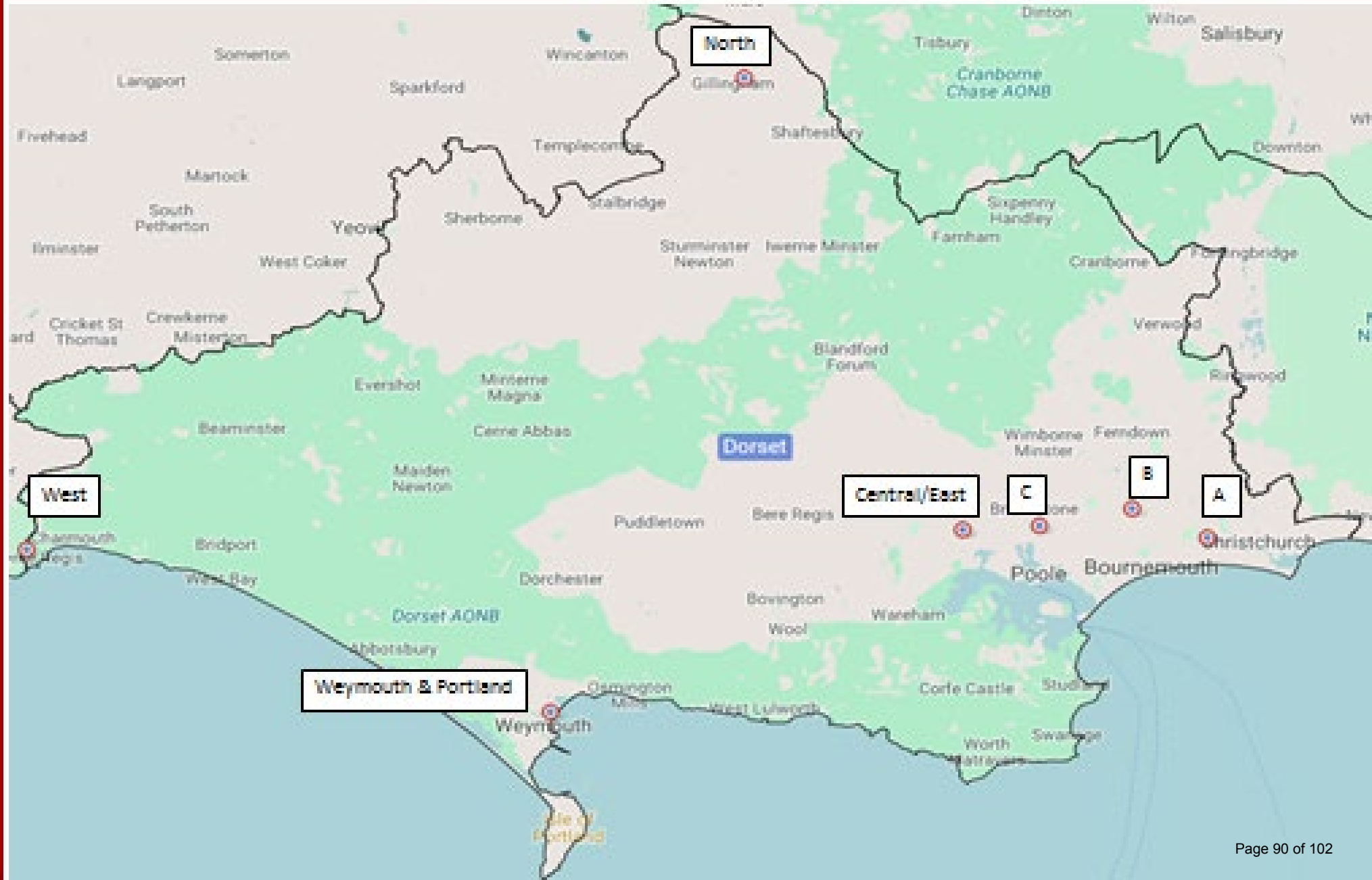
**Tony Nelson
Skills Policy Manager**



Dorset Careers Hub

- Successfully(re)bid to Careers & Enterprise Company
- **Full time Hub lead** in the LEP to manage a community of practice across 40 Colleges and Secondary Schools
- **Building excellence in careers support** through advice, information, employer encounters and intensive support
- **Central fund** to support employer engagement activities including extra £20k for W&P
- Many schools have weak employer engagement; many employers don't know how to approach schools
- CEC increasingly directing resources through Hubs
- **Cluster model for sustainability** – strong schools helping weak

Geography



Vision for Dorset Careers Hub

- Vibrant **community of practice** across 40 schools and colleges
- Young people's **aspiration raised** and social mobility improved
- **A good job for all** – changing the lottery of advice & encounters
- **Growing more of our own talent** to meet employer needs
- Hub Lead part of core LEP team

To get there we need to

- **Spread learning** from our best careers practitioners
- **Leverage investments** of time, money and expertise into the Hub including from *Cornerstone Employers*
- Reposition 'careers' as helping students touch their future
- **Recruit** Hub Lead and Fifth and Sixth Enterprise Coordinators (Weymouth and Portland and conurbation)
- Increase coherence in our fragmented and busy careers system

Initial Hub collaboration with employers

Existing: **Employer Networks** - Dorset Chamber; Dorset Training Providers; Dorset Engineering and Manufacturing Consortium; CITB; and FE Colleges (over 4000 employer relationships)

New: **Dorset Cornerstone Employers** - up to 10 who can strategically support

- Accelerate engagement of employers to collaboratively meet needs of schools, colleges and young people
- Recruit additional EAs (especially rural)
- Focus on key sectors aligned to our high productivity areas such as advanced manufacturing and engineering
- Build sustainable relationships with employers across the Hub
- Champion social mobility

Investing for social mobility: case study

Weymouth & Portland

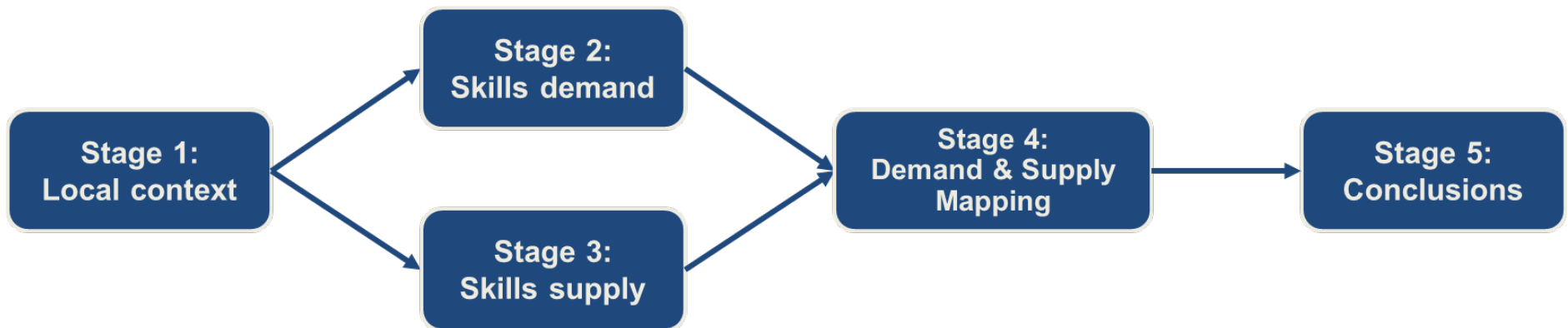
- **Intensive support** from new Enterprise Coordinator (1:7 not 1:15) working with employers and Enterprise Advisers
- **College as cluster lead** will influence employers to work with schools
- Create better information on vocational/study options
- **Strengthen links** between local area and Dorset Innovation Park (STEM and other careers) and HE
- **LEP investing...**
 - £250k in new vehicles for automotive centre at Weymouth College
 - Match funding extra EC
 - £4m ESF funds prioritised to W&P and other vulnerable areas for NEETS, pre-employment, in-employment and community grants
 - Future Skills study in W&P
 - Considering Stronger Towns Fund bid

Skills Advisory Panel

- We won £75k funding to create SAP
- Brings together local employers, stakeholders and skills providers to understand and address strategic skills & labour market challenges
- Sharper focus by providers on understanding and meeting **employer needs** from skills ecosystem
- Will operate as equal part of Skills Board (**employer voice**)
- Currently identifying employers
- Sourcing Analyst solution now

Skills Advisory Panel

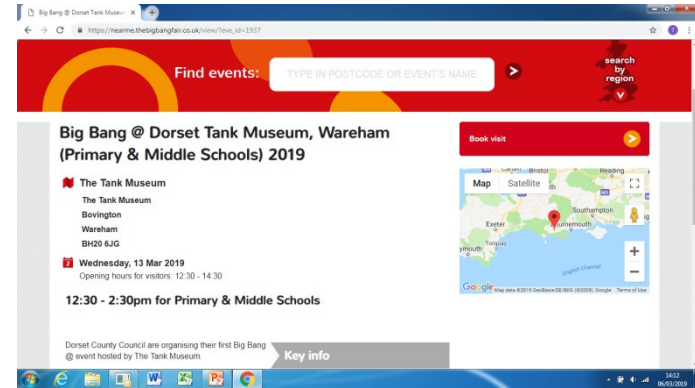
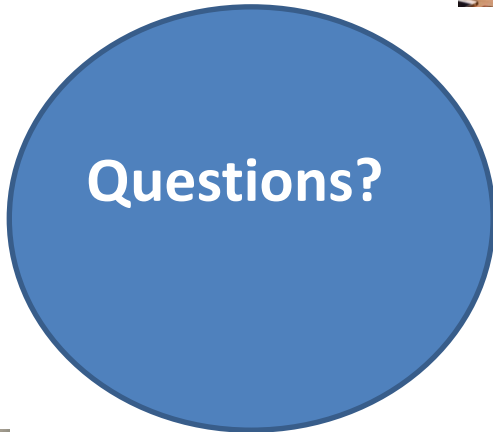
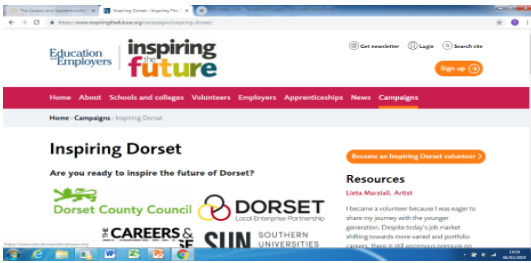
Skills Board will meet quarterly, alternating in 'provider' and SAP modes



Underpinned by **robust Labour Market Information** available to Skills Board, schools and those who advise on career choices

How can you help?

- As we invite employers to become Cornerstone Employers or SAP members we will involve you to open doors if needed
- We need more Enterprise Advisers (senior business volunteers, 8 hours per month) to work strategically with Hub and non-Hub schools especially in rural economy – can you nominate someone suitable?
- Next meeting will present business cases for the £1.5m skills monies from Local Growth Fund



DORSET LEP BOARD MEETING COVER SHEET

Meeting Date	28 May 2019	Item Number	7.2
Security Level:	Confidential <input type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>	Unclassified <input checked="" type="checkbox"/>
Paper Title	PR & Communications Update for January - April 2019		
Recommendation	<ul style="list-style-type: none"> • Board to highlight future stakeholder engagement activity (visits, meetings etc.) • Board member organisations communications colleagues publicise the work of Dorset LEP as appropriate • Suggestions for inclusion in the newsletter please let Charlotte Knight know 		
Papers are provided for:	Decision <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>

1. PURPOSE

To update the board on strategic PR and communications activity during January – April 2019.

2. SUMMARY/BACKGROUND

Annual Business Conference

Our 2019 Annual Business Conference takes place on Friday 24 May from 8.30am at Bournemouth University's Talbot Campus. The conference will focus on the development of our Local Industrial Strategy, including engagement to date and next steps.

Website

We have commissioned Dorset-based firm Blue Level Ltd to produce and host our new website.

Initial designs for the new site have been approved and include a fresh new and professional look utilising our second and tertiary colour palettes (green, purple, grey and blue). A new sitemap structure has also been agreed based on LEP priorities and core functions.

The new site will also feature new imagery and multimedia to better reflect Dorset's industrial strengths.

We are currently in the process of uploading content to the back-end site and will be aiming to launch the new website by the end of June 2019.

LIS

Communications activity during this period has focused on supporting the development of the Local Industrial Strategy, including event support and promotion.

The call for evidence and consultation events have attracted significant coverage in local and stakeholder media, as well as good levels of engagement in social media with the topic generating our most popular posts on LinkedIn and Twitter.

Annual Report

We have commissioned Buttercross Creative once again to produce our next Annual Report. The Annual Report will capture our key achievements from April 2018 – March 2019. Content has been drafted and is currently in the process of being edited by our external communications consultant. The publication is expected to be completed by the end of July 2019.

Instagram

We have recently set up a new Instagram site which will be launched on the same day as the Annual Business Conference. Instagram is a social media site that will allow us to creatively capture, edit and share photos and videos with the local business community.

You can follow our Instagram account at @DorsetLEP.

3. COVERAGE AND ANALYTICS

Dorset LEP website

Key statistics

	November/December	January/February	March/April
Number of sessions	6,398	6,623	7,442
Number of page views	19,604	18,383	19,871
Users	4,222	4,391	5,179
New users	3,784	3,976	4,702

- Most popular pages visited (unique page views):
 - Invest in Dorset (1,305)
 - Dorset Innovation Park (1,231)
 - Meet the Board (1,111)
 - Media Centre (1,039)
 - Business Support (1,001)

Press releases, statements and announcements

[Dorset businesses have their say on Local Industrial Strategy](#)

[BCP Cultural Enquiry](#)

[Making the case for Dorset: Responding to the Government's National Industrial Strategy](#)

[Dorset's Enterprise Zone nominated for award](#)

[Have your say in shaping Dorset's Economic Future - 10 April, Bournemouth](#)

[Have your say in shaping Dorset's Economic Future - 12 April, Dorchester](#)

[Have your say in shaping Dorset's Economic Future - 11 April, Shaftesbury](#)

[We're Hiring - Project Management Officer \(Fixed-Term\)](#)

[We're Hiring - Partnership Skills Analyst \(Fixed-Term\)](#)

[We're Hiring - Communications Manager](#)

[Dorset LEP appoints two new board members](#)

[380 Dorset Companies Gain ScaleUp Recognition](#)

[Funding opportunities - March 2019](#)

[Industrial Challenges - STEAMLab Event](#)

[Celebrating Dorset Agritech](#)

[University of Southampton SPRINT launch: Funding SMEs in the Space Sector](#)

[Invest in Dorset Ambassador Meeting - 8th March](#)

[Innovate UK - Funding Hack](#)

[Dorset Business Forum – Brexit Business Conference, advice and information for businesses as we exit the EU](#)

[We're Hiring - Programmes Manager](#)

Media /stakeholder coverage

Date	Outlet	Tone	title and link
01-Jan	Dorset Business Focus	Positive	Dorset LEP's loan scheme is seeking new projects to support local economic growth in Dorset
01-Jan	Dorset Business Focus	Positive	Meet Dorset Gateway
01-Jan	Dorset Business Focus	Positive	Swing Needed in Dorset's 'Dinosaur Tail'
08-Jan	Bournemouth Echo	Neutral	Cutting cars over four years will boost journey times in Bournemouth and Poole by 12 per cent, says council
11-Jan	Bournemouth Echo	Positive	Planning decisions to be made within 28 days at Dorset Innovation Park
16-Jan	Bournemouth Echo	Neutral	Hunger Hill 'switchover' set for Sunday
21-Jan	Bournemouth Echo	Neutral	Council urged to approve Wessex Fields by private firm it appointed to consider scheme
22-Jan	LEP Network	Positive	LEP business toolkits point local firms to best Brexit advice
22-Jan	Dorset Echo Bournemouth	Neutral	Future Dorset plan has 'extensive support', claims Dorset County
24-Jan	Bournemouth Echo Arts	Positive	Bournemouth and Poole 'could bid for City of Culture status'
25-Jan	Bournemouth Professional	Positive	South West towns join forces in 'creative coastline' vision
28-Jan	Bournemouth Echo	Positive	Arts Council boss: 'You could be England's creative coastline'
01-Feb	Dorset Business Focus	Positive	Attracting talent in Dorset
01-Feb	Dorset Business Focus	Positive	Dorset Gateway
05-Feb	Bournemouth Echo	Positive	Dorset LEP: Help us show the county's advantage Dorset LEP Growing Places Fund loan for Kingston Maurward College
07-Feb	DCCI	Positive	Animal Park
11-Feb	Dorset Echo Bournemouth	Positive	Kingston Maurward's animal park receives £250,000
13-Feb	Bournemouth Echo	Positive	20 questions about a no-deal Brexit
19-Feb	Dorset Echo Bournemouth	Positive	A Dorset Agritech event was held at Kingston Maurward College
27-Feb	Bournemouth Echo	Positive	Work on A338 Spur Road at Blackwater
27-Feb	DCCI	Positive	Dorset Gateway – Business opportunities for March
01-Mar	Dorset Business Focus	Positive	Dorset Local Industrial Strategy - call for evidence
01-Mar	Dorset Business Focus	Positive	Dorset Gateway
08-Mar	The Telegraph	Positive	Female-led businesses outside of London grew faster than those in the capital last year, new figures show
14-Mar	BBC News	Neutral	Bournemouth hospital road junction gets final go-ahead

	Dorset		
15-Mar	DCCI	Positive	Have your say in Dorset's economic future
25-Mar	Dorset Echo	Positive	Dorset LEP urging businesses to shape future of county
26-Mar	DCCI	Positive	Dorset Gateway – Signposting to business support
	Dorset		
28-Mar	Council news	Positive	Planning process at enterprise zone nominated for award
	Dorset		
	Business		
01-Apr	Focus	Positive	Have your say in shaping Dorset's economic future
	Dorset		
	Business		
01-Apr	Focus	Positive	Dorset LEP's annual business conference
	Dorset		
	Business		
01-Apr	Focus	Positive	The Dorset Local Enterprise Partnership's bid writing support service
	Bournemouth		
04-Apr	Echo	Positive	NatWest event looks to remove barriers to women in business
04-Apr	DCCI	Positive	Dorset LEP appoints two new board members
05-Apr	LEP Network	Positive	Dorset LEP appoints two local business leaders to its board
			Calls to breath new life into Weymouth amid worries seaside towns are 'being left behind'
13-Apr	Dorset Echo	Neutral	
22-Apr	Dorset Echo	Positive	Education and Employers gives career inspiration to students
	Bournemouth		
22-Apr	Echo	Positive	Dorset 'could be UK's California' says business chief
23-Apr	Dorset Echo	Positive	Dorset 'could be UK's California'

Social media highlights

Below is a table containing all the key Twitter statistics for the month's of September and October.

	February	March	April
Tweet impressions	40.9k	39.8k	38.7k
Profile visits	53	901	1,333
New followers	29	29	30
Mentions	2	55	75

The top tweet was:

Top Tweet earned 2,955 impressions

Call for evidence: Dorset LEP is seeking new evidence to inform the development of a Local Industrial Strategy for Dorset - a strategy to drive Dorset's productivity and prosperity. Details here - tinyurl.com/y8lhoq9o
[#LocalIndustrialStrategy](#)
pic.twitter.com/V6I91JgJMK



↩ 2 🔄 17 ❤️ 11

The purpose of this tweet was to let our followers know about our call for evidence for our Local Industrial Strategy . This tweet generated 2,955 impressions and 98 engagements (likes, retweets etc.).

Our Linked In Group now has 466 members. From Jan – April 2019 we uploaded 43 posts.

Our top Linked In post was promoting the first steering group meeting for the Dorset Local Industrial Strategy which generated 11 likes.



Dorset LEP newsletter

Our latest newsletter can be viewed [here](#). The open rate is 27.9%, which is above industry average (22%). We now have 538 subscribers. The top link clicked was the Dorset LEP business conference.

Forthcoming events and announcements

20 May	GPF	Growing Places Fund loan repayment – The Factory
20 May	Skills	Dorset Careers Hub announcement
21 - 25 May		DLEP sponsoring KMC entry for Chelsea Flower Show
24 May	Event	LEP Annual Conference & AGM - Bournemouth University
24 May	Inward Investment	Launch of DIT HPO for Aquaculture
May tbc	Growth Deal	BU ORI phase 2 / launch announcement
May tbc	Growth Deal	Institute of Medical Imaging and Visualisation - Bournemouth University (£1.4m) announcement
6 June	LEP Network	LEP Womens Business Leaders Conference
5 July	5G	5G in Action conference, Hilton, Bournemouth

4. RECOMMENDATION

- Board to highlight future stakeholder engagement activity (visits, meetings etc.)
- Board member organisations communications colleagues publicise the work of Dorset LEP as appropriate
- Suggestions for inclusion in the newsletter please let Charlotte Knight know