

DORSET LOCAL ENTERPRISE PARTNERSHIP: BUSINESS GROWTH AND INWARD INVESTMENT COMMITTEE MEETING

11 DECEMBER 2019 - 09.30 AM TO 11.00 AM

BOURNEMOUTH UNIVERSITY, COMMITTEE ROOM, 5TH FLOOR, POOLE HOUSE, TALBOT CAMPUS

AGENDA

Time	Item	Subject/ Title	Presenter	Recommendation
09:30	1.	Apologies and declarations of interest	Finn Morgan	
09:35	2.	Purpose and People <ul style="list-style-type: none"> • 2a - Terms of Reference • 2b - Membership • Nomination of a Vice Chair 	Finn Morgan	Members of the Committee will be asked to review the terms of reference for the group and approve proposed changes.
	3.	Strategy		
09:45	3.1	Delivering a programme of Business Growth and Inward Investment for Dorset: <ul style="list-style-type: none"> • 3a - Dorset's Local Industrial Strategy (LIS) • 3b - Dorset LEPs Delivery Plan • Mapping of existing programmes • Inward investment and internationalisation 	Finn Morgan	Members of the Committee will be asked to consider and review a list of projects connected with the delivery of Dorset's emerging LIS. Members will also be asked to discuss future programmes and areas of work that can help shape the future delivery of business growth programmes across Dorset.
	4.	Future business		
10:30	4.1	Forward Plan <ul style="list-style-type: none"> • 4a - Draft Forward Plan template 	Finn Morgan	Dates and agenda items discussed and agreed.
	5.	Any Other Business		

Note: Date of Next Meeting - 11 March 2020 at 9.30 am. Venue to be confirmed.

DORSET LEP BOARD MEETING COVER SHEET

Meeting Date	11 December 2019	Item Number	2a
Security Level:	Confidential <input type="checkbox"/>	Commercially Sensitive <input type="checkbox"/>	Unclassified <input type="checkbox"/>
Paper Title	Business Growth and Inward Investment Committee Terms of Reference		
Recommendation	To review and approve the Terms of Reference for the Committee		
Papers are provided for:	Decision <input checked="" type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input type="checkbox"/>

1. PURPOSE

The purpose of the paper is to review and agree the terms of reference for the Business Growth and Inward Investment (BG&I) Committee.

2. SUMMARY/BACKGROUND

The BG&I Committee was established earlier in the year as part of a review of Dorset LEP's wider governance structure.

The Committee It is one of 12 sub-groups of the main Dorset LEP Board and oversees and advises on programme implementation and development, with the aim of driving new thinking around support necessary for scale-ups, business support, trade and business resilience.

The aim of the Committee is to progress the strategic implementation of Dorset's Local Industrial Strategy (LIS). In pursuing this aim, the Committee will steer, advise and make recommendations to the Dorset LEP Board on the development and delivery of key projects and programmes related primarily to Dorset's 'business environment' (one of the five foundation of productivity set-out in the UK's modern Industrial Strategy).

3. RECOMMENDATIONS

- To agree the Terms of Reference for the Committee
- To appoint a Vice Chair for the Committee



DORSET

Local Enterprise Partnership

Business Growth and Inward Investment Committee

Terms of Reference

December 2019

1. Purpose

- 1.1. **The Business Growth and Inward Investment Committee** (referred to as the Committee hereafter) oversees and advises on programme implementation and development, with the aim of driving new thinking around support necessary for scale up, business support, trade and business resilience.
- 1.2. The Committee will bring together representatives from industry, education and public agencies with members of Dorset Local Enterprise Partnership's (LEPs) Board.
- 1.3. The aim of the Committee is to progress the strategic implementation of Dorset's Local Industrial Strategy. In pursuing this aim, the Committee will steer, advise and make recommendations to the Dorset LEP Board on the development and delivery of key projects and programmes related primarily to Dorset's 'business environment' (one of the five foundation of productivity set-out in the UK's modern Industrial Strategy).

2. Objectives

- 2.1. In order to achieve the overarching aims set-out above, the Committee will:
 - Drive new thinking around support necessary for scale up, business support, trade and business resilience across Dorset;
 - Help prioritise and inform business growth initiatives;
 - To promote Dorset as a destination for domestic and foreign business investment;
 - Make recommendations about the allocation of resources and business growth funding proposals; and
 - Ensure activities are linked effectively with the other strategic programmes.
- 2.2. All business of the Committee will be conducted in accordance with the Nolan Principles of Public Life (see Appendix 3).

3. Status

- 3.1. The Committee is established as Committee to the Dorset LEP Board.

4. Board membership

- 4.1. The Committee will consist of up to fourteen members including: up to seven business representatives; at least one from a social/community enterprise; at least one each from the Higher and Further Education sectors; two from each local authority; and a representative from the Department for International Trade (DIT).
- 4.2. Committee members serve in a personal capacity and will act in the interests of the Committee.
- 4.3. The role of business sector members is to represent the views and interest of private and community/voluntary sector businesses, with reference to particular sectors, business size and geographic area, whilst always ensuring

that decisions are taken in the best interests of Dorset's business community as a whole.

- 4.4. The role of local authority members is to represent their residents, whilst acting in the interests of Dorset as a whole.
- 4.5. The process for selecting representatives shall be determined by Board Recruitment Process.
- 4.6. The terms of office for Committee members will stand as follows:

Member category	Term of office	Replacement if vacancy arises
Business representative	24 months	Engagement with Dorset Chamber et al
Social/community enterprise representative	24 months	Open advertisement and engagement with sector.
Education representative (HE and FE)	24 months	By selection of LEP Board Members / ref to Nomination Comm if necessary.
Business support organisation representative	24 months	Appointment from Dorset Chamber or similar body.
Government representative	24 months	By Gov Office appointment.

- 4.7. The Committee may co-opt up to three additional people to serve as members, if there is a clear requirement for additional expertise and experience for the successful delivery of the Committee's responsibilities. Co-opted members may only serve a maximum of two years.

5. Chair

5 Chair

- 5.1. The Committee Chair shall be appointed by the LEP Board and be a member of the LEP Board. A Vice-Chair will be chosen from the total membership of the LEP by the Committee Chair. Both positions will be subject to annual renewal.
- 5.2. Duties of the Chair will include:
 - o Leading the smooth and effective operation of the Committee;
 - o To ensure the Secretariat is operating effectively and within its mandate, that budgets are appropriately applied and that proper policies and processes are in place and observed;

- To ensure timely advice and reporting to the Dorset LEP Board relating to the work of the Committee.
- To undertake activity as required according to the delivery plan and strategy.

6. Representation and attendance

- 6.1. Committee members are expected to attend not less than 75% of meetings over a twelve month period.
- 6.2. Deputies shall not attend Committee meetings, unless agreed with the Chair, in writing, five working days before the meeting.

7. Decisions

- 7.1. The Committee shall operate on the basis of consensus.
- 7.2. In the event that a consensus cannot be achieved on a matter requiring decision, that decision shall be taken by vote and carried if it is supported by over 50% of those present.
- 7.3. In the event of a tied decision, the Chair of the meeting will cast the deciding vote.
- 7.4. There should be a quorum of seven members, and there must always be a majority of business sector members for a meeting to be quorate.
- 7.5. If a decision needs to be made outside of the meeting, decision can be sought via Written Procedure (Appendix 1). In such cases, the Secretariat shall write to each Committee member requesting agreement to a specified course of action. Committee members shall be given no fewer than five working days to respond to the Secretariat.
- 7.6. For a decision to be taken by Written Procedure, the number of members participating and the composition of those members must be as required for a quorate meeting. Over 50% of members responding to the request must indicate agreement to the proposal.
- 7.7. All decisions made by Written Procedure shall be ratified at the next scheduled meeting.

8. Meetings and papers

- 8.1. Committee meetings shall be held on a quarterly basis with a minimum of four meetings per annum. A calendar of future meetings will be set for a year at a time although the minimum notice required for a meeting is two weeks, to ensure that all members are afforded the opportunity to attend.
- 8.2. The agenda and papers for meetings shall be approved by the Chair and issued at least five working days in advance of the meeting by the Secretariat.
- 8.3. Meeting minutes shall be approved in draft form by the Chair and disseminated to members no later than ten working days following the meeting. Minutes shall remain in draft until approval by the Committee at the next meeting.

- 8.4. Minutes shall be made publicly available on the Dorset LEP website. Minutes will be redacted were they contain personal information about individuals or commercially sensitive data or for good legal reason.

9. Conflicts of interest

- 9.1. The Committee shall ensure that all conflicts of interest are fully disclosed.
- 9.2. The Secretariat shall maintain a Register of Members' Interests and publish these on the Dorset LEP website. Members shall supply information to the Secretariat for inclusion in the register, or a nil return, on joining the Committee, in response to any request for an update and on becoming aware of any new interest. The Secretariat will circulate a request for information about interests annually.
- 9.3. Should a member's interests change, s/he shall inform the Secretariat at the earliest opportunity.
- 9.4. Should an issue be discussed by the Committee which presents a conflict of interest to a member, the member shall declare the conflict of interest, regardless of whether s/he has previously declared the interest in the Register of Members' Interests. Such declarations shall be minuted.
- 9.5. Members shall not vote or participate in discussions on any issues on which they have registered an interest.

10. Reporting to the Dorset LEP Board

- 10.1. The Committee shall be fully accountable to the Dorset LEP Board and shall have Dorset LEP board member representation.
- 10.2. The Committee will provide a regular report to the Dorset LEP Board in writing on quarterly basis, as agreed with the Dorset LEP Board.
- 10.3. The Committee will provide timely advice to the Dorset LEP Board, bringing to its attention matters of importance or responding to its requests.
- 10.4. All papers to be considered by the Dorset LEP Board must be provided at least 7 days in advance of the Dorset LEP Board meeting.

11. Review

- 11.1 The Committee shall arrange for periodic reviews of its own performance and review its terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the LEP board for approval.

Appendix 1

Written Procedure

- A copy of the written resolution must be sent to every member of the committee together with a statement informing the member how to signify their agreement to the resolution and the date by which the resolution must be passed if it is not to lapse.
- A member of the committee signifies their agreement to a proposed written resolution when the Company receives from him or her an authenticated Document identifying the resolution to which it relates and indicating his or her agreement to the resolution.
- If the Document is sent to the Company in Hard Copy Form, it is authenticated if it bears the member's signature.
- If the Document is sent to the Company by Electronic Means, it is authenticated if it bears the member's signature or if it is from an email Address notified by the member to the committee for the purposes of receiving Documents or information by Electronic Means.
- A written resolution is passed when the required majority of eligible members have signified their agreement to it.
- A proposed written resolution lapses if it is not passed within 28 days beginning with the circulation date.

Appendix 2

7 Legal Duties of a Company Director (*applies to those members of the committee who are also LEP Board Members*)

Extract from <https://companieshouse.blog.gov.uk/2019/02/21/7-duties-of-a-company-director/>

Duty to act within powers

A director of a company must—

- (a) act in accordance with the company's constitution, and
- (b) only exercise powers for the purposes for which they are conferred.

Duty to promote the success of the company

A director of a company must act in the way he considers, in good faith, would be most likely to promote the success of the company.

Duty to exercise independent judgment

Duty to exercise reasonable care, skill and diligence

Duty to avoid conflicts of interest

Duty not to accept benefits from third parties

Duty to declare interest in proposed transaction or arrangement

(1) If a director of a company is in any way, directly or indirectly, interested in a proposed transaction or arrangement with the company, he must declare the nature and extent of that interest to the other directors.

Appendix 3

Nolan Principles of Public Life

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Business Growth and Inward Investment Committee Membership

Dorset LEP Board Members

- John Sutcliffe, Sutcliffe Marine Consulting
- Ian Girling, Dorset Chamber of Commerce and Industry
- Cllr Mark Howell, BCP Council
- Arabella Lewis-Smith, Salad Creative
- Sophia Story, 3 Sided Cube
- Nick Gaines, Ultra Electronics

Public body representatives

- Jayne Codling, Enterprise Europe Network
- Robert Emony, Department for International Trade
- David Walsh, Dorset Council
- Adrian Trevett, BCP Council
- *Vacancy - Arts University Bournemouth*
- *Vacancy - Bournemouth University*
- *Vacancy - Further Education representative*

Co-opted Private Sector representatives

- Geoff Sagar, Bofa International
- Michael Straughan, Sunseeker International
- Glyn Hughes, BAE Systems

Dorset Local Enterprise Partnership is leading the development of a Local Industrial Strategy (LIS) for Dorset.

Local businesses, communities, BCP Council, Dorset Council, universities, colleges and many other local organisations have contributed to the ideas in this strategy which will provide a detailed plan focused on increasing productivity, innovation, earnings and wellbeing across our county.

Here are the highlights of our plans so far that will frame Dorset's Industrial Strategy.

We welcome comment – please read this document then click on the button to share your feedback:

[Share feedback](#)

Dorset's economy

Dorset has a thriving economy and world-class environment with both established and growing industry expertise. To remain resilient and improve prosperity for all, we must embrace and build upon our economic, natural and cultural strengths.

<p>Established sectors</p> <p>Financial services £1.6 bn GVA & 12,700 jobs</p> <p>Tourism £1bn GVA & 27,000 jobs</p> <p>Environmental economy £1.5bn GVA & 30,000 jobs</p>	<p>High growth sectors</p> <p>Advanced manufacturing & engineering £800m GVA & 17,300 jobs</p> <p>Creative tech £363m & 3,800 jobs</p> <p>Agri-tech/aquaculture £108m GVA & 700 jobs</p>	<p>University strengths</p> <p>50% of UK's film, VFX or video games industry graduates are from Bournemouth University</p> <p>Arts University Bournemouth has UK's (joint) highest graduate employment rate</p>
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795,000 population
Economy £17.3bn GVA*
31,900 businesses

- Bournemouth International Airport**
- Port of Poole Portland Port**
- 2 universities**
1 university college
3 further education colleges
- Jurassic Coast UNESCO World Heritage Site**
- Area of Outstanding Natural Beauty**
- 6 major business parks**

*Gross value added

We recognise that Dorset's ageing population is a challenge and welcome the opportunity to develop this as a strength

UK's oldest population & lowest proportion of under 50s	Dependency ratio of 1 (one person working for every pensioner) by 2040	Half current workforce may need replacing in the next 15 years
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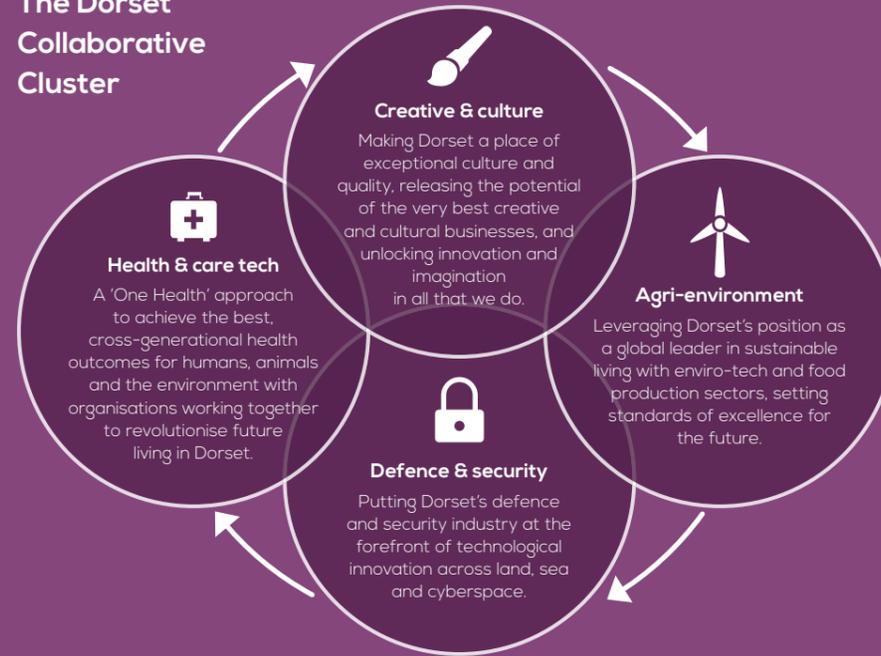
OUR AMBITION

Dorset: Living better, performing better and naturally collaborative

By 2030, we will increase the value of our annual economy by over £1bn and achieve carbon neutrality.

We will achieve this ambition by developing the Dorset Collaborative Cluster – building on the unique strengths of four existing industries and unlocking their further growth. We will encourage more collaboration across new ideas and innovation, shared skills and training, access to increased investment and reaching new global markets and, by building our world-class reputation in these clusters, improve our attractiveness as a place to invest, grow business and have great careers.

The Dorset Collaborative Cluster



This work will be underpinned by a strong and productive supply chain, including advanced manufacturing & engineering and professional & financial services, and an effective cutting-edge digital infrastructure.

Supported by a place that stimulates changing cultures...

- Adopting new ways of living and working to tackle **climate change** head-on
- Testing innovative solutions to achieve a **way to age** that's fit for the 21st century
- Creating a programme of **cultural excellence** enhancing natural, personal and built cultural assets.

...and is future ready

- Attracting, retaining and growing **talent** at all levels and ages
- Cultivating our business-led **collaborative cluster** through investment and support
- Investing in **smart places** & digital infrastructure.

The government's Industrial Strategy commits to creating an economy that boosts productivity and earning power across the UK by focusing on five foundations. These align well with Dorset LIS's planned activities that will achieve our ambition of improving economic prosperity and carbon neutrality through:

<p>Ideas</p> <ul style="list-style-type: none"> • Building on and investing in research strengths in the 'Dorset Collaborative Cluster' and its supply chain • Developing 'test-bed' applications in areas such as health and the environment • Increasing innovation activity across all businesses (in process, products & services), research institutions and public sector service providers. 	<p>People</p> <ul style="list-style-type: none"> • Delivering demand-led skills and education programmes as part of the Dorset Collaborative Cluster and replacement labour demand in priority skills such as IT, professional, technical, STEAM* and health • Unlocking talent and ambition across our local communities to support valued economic activity • Attracting new talent to Dorset – as the natural place to excel. 	<p>Infrastructure</p> <ul style="list-style-type: none"> • Prioritising 'smart' digital infrastructure and renewable energy resilience • Delivering one strategic sustainable transport plan for Dorset • Supporting the growth of natural capital – releasing the economic value of our environment and delivering 'environmental net gain'. 	<p>Business Environment</p> <ul style="list-style-type: none"> • Unlocking productivity opportunities for businesses of all sizes who have growth potential • Enhancing rural productivity • Increasing access to new global markets. 	<p>Place</p> <ul style="list-style-type: none"> • Spreading the benefits of projected growth to disadvantaged individuals and communities – achieving better living for all • Supporting 21st century coastal communities and cultural hubs with integrated regional centres • Identifying strategic growth areas with sustainable economies based on clean growth and creating community-led places that promote health, happiness and wellbeing.
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BY 2030

Dorset's emerging Local Industrial Strategy targets:

Current	2030 Target	What
£2.5bn	£1bn	Reduce Dorset's productivity output gap
6%	3%	Halve the wage gap between Dorset and the UK
6%	4%	Reduce the number of 50-64 year olds with no formal qualifications
25	20	Reduce the number of areas in Dorset LEP region considered to be in the 20% most deprived
20%	30%	Increase the number of businesses undertaking R&D (research & development)

We're also aiming for Dorset:

- To exceed national productivity growth rates (per worker per hour) by an average of 0.8% per year to 2030
- To grow Dorset's business stock by 2.5% per year to 2030
- To increase business investment in research & innovation by 2.5% per year to 2030
- To be a zero carbon county by 2030.



*Science, Technology, Engineering, Arts & Maths

Dorset LEP Delivery Plan May 2019: Extract

Business Growth and 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.

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; and
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.

Dorset Local Enterprise Partnership

Business Growth and Inward Investment Committee – Forward Plan 2019/20

Date of Meeting	Subject	Detail	Theme	Lead	Expected outcome
11 th March 2020	xxxx	xxxxxx	xxxxx	xxxx	xxxxx

DRAFT