

Dorset Horizon 2038
A Vision for Growth
Winter 2018



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Foreword



Jim Stewart, Chair and
Lorna Carver, Director,
Dorset Local
Enterprise 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, our productivity rate lags behind the national average and we face renewed global competition in a post-Brexit economy. Despite this, our economy is resilient, growing, and has the potential to deliver greater prosperity for our county and beyond for generations to come. **Horizon 2038 is our unique, sustainable strategy to realise our major ambitions for Dorset's economic growth over the next 20 years.**

Dorset Local Enterprise Partnership (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.

Horizon 2038 outlines the ways in which we aim to achieve this vision, demonstrating to the Government and investors what we are capable of achieving if provided with the right level of funding and support.

This strategy document highlights Dorset's economic successes, captures the ambition for the county, outlines the steps we will take in order to reach our vision and reveals our requests of Central Government to achieve our twenty-year ambitions.

It tells a compelling story of Dorset's economic strengths, whilst highlighting the opportunities available to boost our productivity and contribution to UK plc. Moreover, we spell out the specific challenges our unique region faces in the delivery of our vision and the sustainability of our growth.

Horizon 2038 is a visionary document, looking ahead twenty years from 2018 to 2038. It is designed to address our immediate priorities over the next five years in order to secure long-term economic growth.

The document provides the necessary framework to develop successful funding bids and seize on funding opportunities arising from the Government's Industrial Strategy and elsewhere.

Horizon 2038 builds on the success of our previous Strategic Economic Plan, which oversaw the procurement of £98 million in Government Growth Deals and £79.4 million EU funding. **The document also provides an important stepping stone towards the formation of our Local Industrial Strategy.**

Horizon 2038 will enable consistent place branding, highlighting our overarching offers and ambitions, supported by robust evidence that showcases Dorset's unique successes, skills, places, quality of life and culture. This will communicate clearly our ambitious targets to attract new opportunities, people, investors and businesses to Dorset.

Building the evidence

The strategy complements our growing body of evidence set out in our Statement of Intent, Dorset's Economic Ambition, the Dorset productivity scorecard, the Rural Productivity Commission Report, the refresh of our pipeline projects and our innovation and energy strategies. This is the culmination of strategic collaboration between the private and public sector and decision-making implemented by the Dorset LEP board and its sub-groups.

Horizon 2038 builds on many years of close input from, and engagement with, senior representatives from across key sectors including local authorities, education, health, business and the natural environment. Furthermore, this document is based on extensive evidence supplemented by consultation with nearly 130 specialists from across the private and public sectors, providing significant evidence about our economy's key growth areas. This has guided and informed our challenging but achievable ambitions, which describe the place and economy we envision for Dorset. Together we have agreed our priority actions and investments required to achieve our 2038 vision.

This document is written through the lens of the Government's Industrial Strategy incorporating the primary foundations of productivity: ideas, people, infrastructure, business environment and places, and the 'Grand Challenges' – artificial intelligence and data economy, future of mobility, clean growth and ageing society – all of which are just as relevant to Dorset's economy as to the national one.

Horizon 2038 is a dynamic and living document that will guide the work and investment of our many partners. It will be updated annually to ensure its constant relevance.

Jim Stewart
Chair

Lorna Carver
Director

Introduction

Dorset is a county with tremendous opportunities; our 20-year ambition is to build a more productive, innovative, inclusive and sustainable economy.

Together with our partners we have achieved a strong reputation and track record for effective delivery. However, to realise our 20-year vision **we recognise the need for focus**. We need to work hard to create a Dorset which competes on the domestic stage as well as internationally, while making the region attractive to new and existing residents, tourists and businesses.

Our economy is currently home to well-known international corporations as well as a multitude of fast growth local enterprises. There must be a strong emphasis not only on inward investment and start-up enterprises, but also on **maintaining and strengthening existing relationships** with businesses already based in Dorset. Set within the context of the UK exiting the European Union and the need for high productivity export-led growth, this will be essential.

Our ambition is to maximise our area's assets and inspire innovation and enterprise to generate long-term economic growth and further enhance people's quality of life and prosperity. We want our urban centres to reach their capacity for growth whilst ensuring that our rural areas flourish through entrepreneurship and improved competitiveness. We are committed to driving sustainable and inclusive growth in return for Government support for digital and health investments, infrastructure, housing delivery and other areas of our key sectors – **that's the deal we want to strike with Central Government**. This is a broad and well-considered set of growth aspirations.

Dorset is set to become the first area in a decade to undergo a unitarisation process which will create two strong unitary authorities covering Bournemouth, Christchurch and Poole and the wider Dorset county. Obvious benefits include improved delivery of services and more cohesive regional delivery and planning with a keen focus on economic growth. Furthermore, a new city by the sea – Bournemouth, Christchurch and Poole – is being created that is comparative in size to Bristol. **These are bold and exciting steps by our local authority partners.**

As a region with extensive rural, coastal and maritime areas, the natural environment is a key driver which supports a thriving economy in both rural and urban districts. We are committed to delivering economic growth which is not at the expense of, but enhances, our natural environment – **Dorset's natural capital will be a key consideration in all decision making**. This is in line with the Government's Clean Growth Strategy and 25 Year Environment Plan as well as proposed new Agriculture and Environment Acts.

Dorset is a cultural hot-spot which includes some of the most attractive rural and coastal areas in the country. This is complemented by nationally significant local arts and food offerings and excellent cultural heritage sites, leisure activities and attractions. We are gifted with an outstanding coastline and regional features that attract global audiences. **Our strategy will ensure that Dorset has a strong identity built on the foundations of a healthy, prosperous, vibrant and inclusive place where people want to live, visit, learn and work**; a place of aspiration where plans are made and ambitions achieved, with an economy that works for all local people.

'This is an exciting time for Dorset. We are committed to creating a sustainable, inclusive and resilient economy which raises Dorset's national and international standing, while enhancing the fantastic quality of life, cultural heritage and environment that makes Dorset such an attractive place to work and live.'



Opportunities

Dorset's local authorities have achieved England's first unitarisation since 2009. This presents an unparalleled opportunity for Dorset LEP and the two new unitary councils to pursue a more strategic approach to growth. We must now make the case to Government for a Dorset 'deal' to transform our economy.

A sustainable 21st century city by the sea

Following the unitarisation process, we will pursue formal city status and Core City status for Bournemouth- Christchurch-Poole. This is an exciting opportunity to raise Dorset's profile, drive economic growth and set the standard for 21st century urban living in the UK. We will build strong links to our growth towns and we will build on our existing Natural Capital Strategy to enhance our green assets.

Partnership and cross regional working

We have an impressive record of joint working within Dorset as well as the South West region and beyond,

across multiple themes including energy, science and innovation, transport, aerospace, marine and health.

We are proud that our health sector, working closely with social care through the clinical services review has secured £147 million of capital investment to create specialist emergency and planned care hospitals in Bournemouth and Poole. We have also worked to address the county's skills challenges by reforming the Dorset LEP Skills Board and are preparing an updated Dorset 'skills map' to focus the contribution of our partner education and training providers, local authorities and employers on resolving these shared skills challenges.



Future Dorset – two new unitary authorities for Dorset¹

Dorset Council

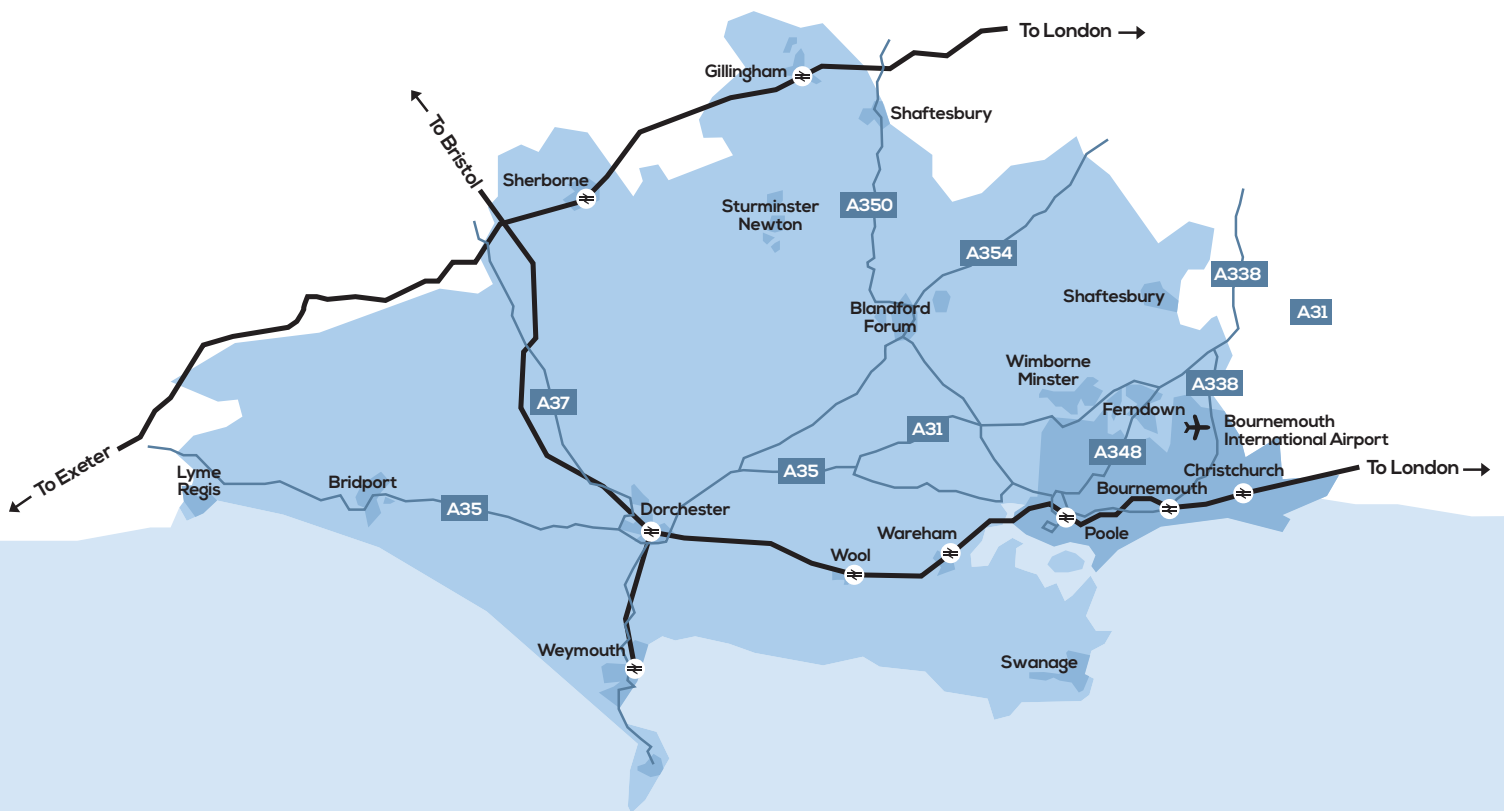
- A modern county economy
- Growth in existing and new sectors
- Centres for business across towns and villages
- Sustainable housing growth
- Improved digital connectivity
- Accessible and modern public services, education and leisure
- Dorset's natural capital – countryside and coast – promoted and enjoyed
- Strong local accountability with town and parish councils

Currently served by Dorset County, East Dorset, North Dorset, Purbeck, West Dorset and Weymouth & Portland Councils.
Population 2018 est. 376,000.

Bournemouth, Christchurch and Poole Council

- A 21st century city by the sea
- Growth in digital and knowledge-based economies
- Nationally significant arts and culture
- Housing that supports growth and meets local needs
- Improved transport links with London and the south east
- Modern public service delivery
- Investment in skills and cutting-edge research and development
- Stronger collaboration with our two world-class universities

Currently served by Bournemouth, Poole and Christchurch councils (and Dorset County Council in Christchurch). Population 2019 est. 410,300.²



'Dorset's city by the sea will embody the future of the UK economy and will become a model for urban sustainability that is attractive to people from all walks of life.'

Opportunities (continued)

Great South West

Dorset is joining with the rest of the South West in a bid to give the region the same leverage as the UK's Northern Powerhouse and Midlands Engine through our Great South West proposition. Our Great South West alliance of regional business leaders, academic heads and local authorities is determined to win backing for our plans which will put the region on the economic map. Dorset and the South West have much to offer to UK plc.

Resilient business community

Dorset has a strong and resilient business community; its £17 billion GVA contributes significantly to the UK economy. We have a large business base relative to our population with low unemployment, good business survival rates, a burgeoning creative and digital sector, and a robust, advanced manufacturing and engineering base. We have the UK's 10th largest urban area alongside stunning countryside and a world recognisable and scientifically important Jurassic coastline.

A pioneering approach to healthy living

Dorset's demographics mean we are uniquely poised to spearhead a 21st century approach to health and care. Our outstanding record of integration in health and social care allows us to plan for and test projects county-wide and are recognised nationally as a leading health system. We have the opportunity to become a nationally significant 'healthy living' testbed area for medical technology, the prevention at scale programme and innovative health and social care solutions.

A modern sustainable and inclusive economy

Dorset can pioneer a new model for economic growth which is not rooted in the industrial heritage of the 19th century but rather represents the future of a modern and sustainable UK economy that defines its economic prosperity and growth using economic, social and environmental indicators. This is embodied

in Dorset through the Government's Industrial Strategy 'Grand Challenges' – artificial intelligence and data, ageing society, clean growth and the future of mobility – so we now plan to seize the initiative to close the productivity gap and begin work on our Local Industrial Strategy. In doing so, we can provide and inspire a new model for Local Industrial Strategy rollout nationwide.

Strategic employment sites in our main cities and towns

Dorset is home to many high-quality employment sites driving growth of local businesses, accommodating inward investment and facilitating export to new markets. The following sites are a few examples of Dorset's many centres of excellence building our high-productivity strengths in engineering, manufacturing, marine, defence, financial services, energy and agritech innovations which in turn increase prosperity, improve skills, and opportunities across Dorset:

- Aviation Business Park – Bournemouth Airport
- Dorset Innovation Park – Wool
- Ferndown Industrial Estate – Ferndown
- North Dorset Business Park – Sturminster Newton
- Port of Poole – Poole Harbour
- Wessex Fields – Bournemouth

Future of technology and innovation

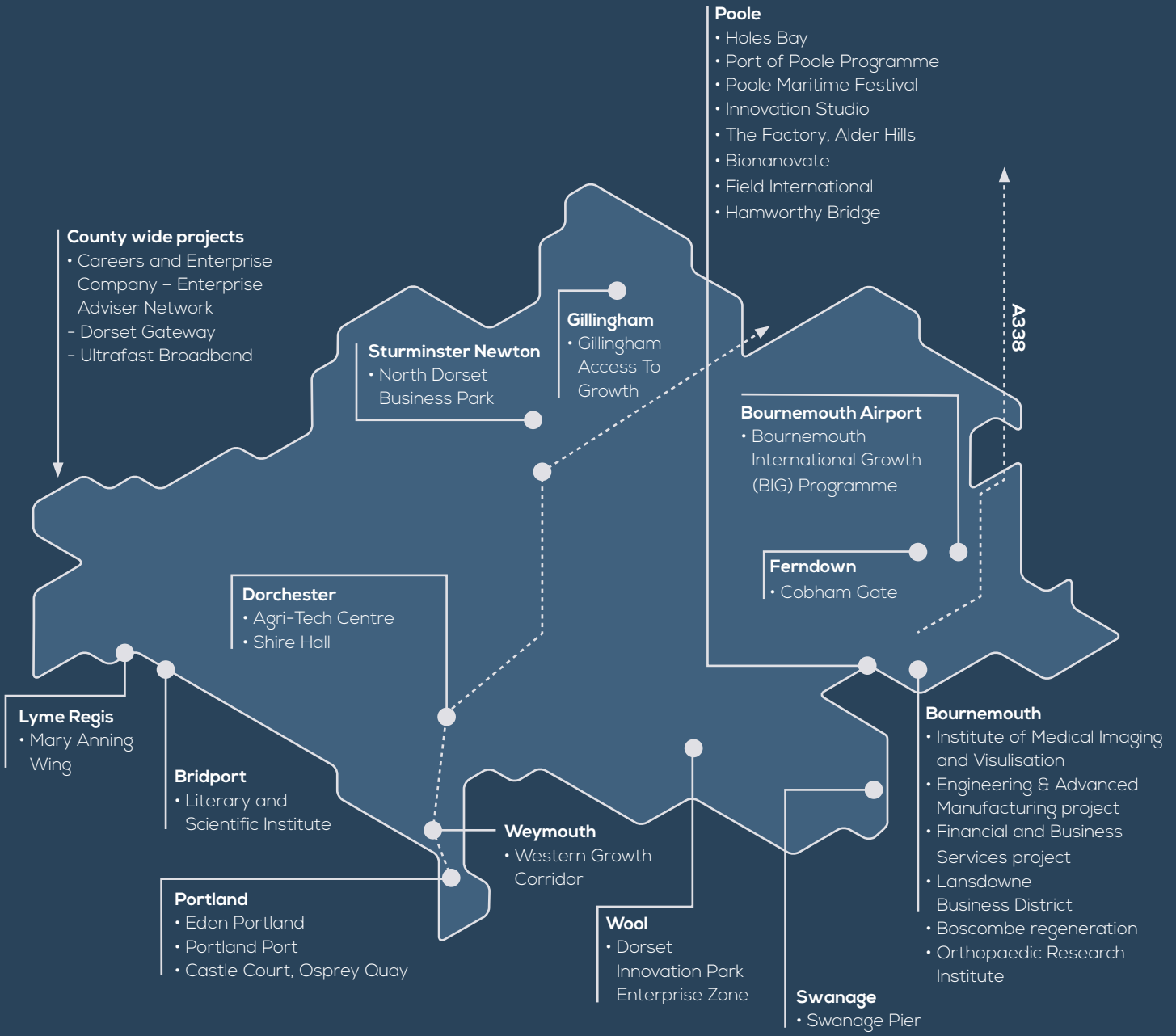
Over the next 20 years, new technologies will enable dramatic changes in the way we live, operate and trade in a global market. The movement of cargo and packaging will more likely be by autonomous vehicles travelling by air, land and sea. This step change will demand real time and near real time providers of big data with uninterrupted connectivity. Enablers for this future space will include energy production and storage to sustain the demand for data access and data transfer. In addition, both physical and electronic security will become an ever important industry to manage financial and commercial data. Dorset's manufacturing and engineering, digital, fin-tech and creative industries are well positioned to be at the forefront of these dramatic innovations.

'Horizon 2038 is an opportunity to show to Government our strengths, assets and challenges and present a 20-year strategy for closing our annual £2.5 billion productivity gap. It is intended to spark further debate as we make the necessary preparations for developing our Local Industrial Strategy.'

Achievements

Working with our partners we have an outstanding record of delivery to date, delivering and managing programmes in excess of £240 million.

A snapshot of projects benefiting from Dorset LEP investment



Challenges

There are challenges ahead. While Dorset is making a £17 billion contribution to the UK economy, our economic productivity is £2.5 billion below the national average, and the productivity gap has widened in recent years. We must build a strong Dorset identity and promote Dorset's successes and substantial economic contribution to UK plc, reinforcing our county's role as a serious business contender.

Productivity gap

The next challenge is to heighten our ambition, energise our economy and close the £2.5 billion productivity gap over the next 20 years, particularly as we enter potentially increased global competition in a post-Brexit economy. We will achieve this through doubling our economic output and productivity, by creating 80,000 jobs locally and building around 78,000 new homes. This growth will be supported by the roll out of full-fibre across Dorset and by enabling the development of 5G testbed programmes. We face a challenge from our ageing workforce – with replacement demand for labour forecast to be more than 140,000 each decade and rising.³ In order for Dorset to reach its potential, we need to address our barriers to growth.

Poor transport infrastructure

Dorset has long suffered from poor transport infrastructure and intense constraints on development. Congestion in the Bournemouth-Christchurch-Poole conurbation is among the most severe in England and has worsened in recent years. Road and rail routes are also slow across the North-South and East-West axes of the county – costing approximately £275 million per annum in productivity.⁴ Furthermore, an extensive green belt, along with market forces and viability constraints, have acted to limit development at the scale required for the local working population and future business needs. To address this challenge, we require a long-term plan to support growth, including transport infrastructure, digital technology and innovation, together with culture change, in order to help businesses become more productive without necessarily having more vehicles on the road.

High house prices

Another challenge for Dorset is high house prices which are increasingly out of reach for Dorset's residents, economically active graduates and young families, although the affordability issue extends to workers of all ages. These challenges place local service provision under intense pressure and have also led to poor graduate retention in the region from Dorset's universities. In addition, it is difficult to attract workers to Dorset and many businesses suffer entry-level recruitment issues or are often unable to replace skilled workers upon their retirement. There is a circular problem here: high house prices make it difficult to recruit, including construction workers, making it more expensive to build new homes and restricting house building growth, further reducing supply and contributing onwards to yet higher house prices. The skills issue will be further exacerbated when the UK leaves the European Union as many construction workers are of European origin and immigration is expected to reduce.

Environmental and climate changes

Whilst environmental quality underpins the Dorset economy in both rural and urban areas, it is perhaps more keenly felt in the rural areas, where degradation to the environment and effects of climate change can quickly cascade into economic problems. Projections demonstrate that Dorset will experience an increase in average summer and winter temperatures and an increase in frequency and intensity of extreme events – be it wind or rainfall.⁵ While the warmer weather may be beneficial in terms of tourism it may add pressure to sensitive sites in Dorset.⁶ Furthermore, the impact of floods and other extreme weather on businesses, public sector and community premises, distribution of goods and travel, may further impact Dorset's long-term productivity. Climate change mitigation and adaptation work including clean growth is therefore essential.

Key foundations of productivity in Dorset

The following pages concentrate on the foundations of productivity that offer the most potential for Dorset's growth. We outline our ambition, what we are currently doing, plan to do and our request to Central Government to achieve growth for each key foundation.

INNOVATION

To capitalise on Dorset's potential for productivity growth through innovation, particularly in our key sectors, including advanced manufacturing and engineering, financial services, digital and creative industries and health, which have the highest potential to increase productivity.



BUSINESS SUPPORT

To create a world-class business support hub which will help businesses to start, grow and maximise their potential.



SKILLS AND ENTERPRISE

To create a workforce that is highly productive, aspirational and agile; where the talents of all contribute to prosperity, well-being and innovation.



DIGITAL

To become a first class, smart and connected digital region at the forefront of the emerging digital era.



CONNECTIVITY AND MOBILITY

To create an efficient, sustainable technology-driven transport system which enables increased productivity across all areas of the transport network.





Innovation

Our ambition

By 2038, Dorset will be one of Britain's Core City regions and the most sustainable of these. Its competitiveness will be driven by innovation, particularly in its key sectors, including advanced engineering, manufacturing, financial services, creative industries and health.

What we are currently doing

Dorset is already a hotbed for innovation. 57% of businesses are 'innovation active', compared with 54% nationally; however, only 35% are knowledge-based (40% nationally) and take-up of innovation funding through Innovate UK and Government's research & development (R&D) tax credits is relatively low. Therefore, there is great potential for growth.

Dorset has thriving advanced manufacturing and financial services sectors and a creative and digital ('tech') cluster growing 2.6 times faster than the rest of the UK⁷, supported by two universities with significant strengths in these areas. The proximity of these clusters provides the perfect environment for innovation, with opportunities to blend technology solutions into new sectors.

Dorset's public sector is highly innovative. Our city by the sea is working towards implementation of 5G and becoming a 'smart city' – an important component in assisting business growth and responding to new commercial opportunities. The "Smart City Consortium" counts global heavyweights Huawei, Alibaba and Siemens amongst its membership and the region is at the forefront of becoming an international testbed for machine-to-machine communications. The deployment of 5G technology could be further rolled out to other major centres and industrial areas in Poole, Christchurch and wider Dorset with the potential to revolutionise manufacturing and increase productivity.

Dorset LEP has funded the Orthopaedic Research Institute at Bournemouth University – our £1.65 million investment has helped create a nationally and internationally renowned facility delivering cutting edge solutions to aid recovery from orthopaedic surgery. The project will leverage a further £100 million of private sector investment.

Following this blueprint, Dorset LEP has also invested £1.4 million in a state-of-the-art Institute for Medical Imaging and Visualisation at Bournemouth University. It will enable an eco-system of research, research-led innovation and educational programmes, enhancements in clinical practice, and opportunities for the commercial development of related intellectual property acting as a catalyst for regional economic development related to medical science.

At Arts University Bournemouth we invested £1.4 million towards a new state-of-the-art innovation studio to support small businesses and start-ups focused on research, innovation and the digital and creative industries.

Dorset LEP is a co-signatory of the first regional memorandum of understanding with Innovate UK, along with Cornwall and Isles of Scilly and Heart of the South West LEPs. All three LEPs are working together with Innovate UK across their combined geography to drive up productivity through innovation.

'Innovation is one of the primary drivers of economic growth, underpinning the growth of the best performing regional and national economies across the world. Innovation enables firms to stay ahead of competitors, and with global economic conditions remaining challenging, the focus on innovation is now more important than ever.'



To capitalise on Dorset's potential for productivity growth through innovation, an 'innovation strategy' has been produced to identify the key challenges facing Dorset businesses in its endeavours to be more innovative and solutions-led. The strategy will result in Dorset achieving its ambition to be Britain's most sustainable Core-City region by 2038.

In delivering this work, we will:

- Increase the number of innovation active businesses in Dorset from 57% to 60%.
- Increase the uptake of Innovate UK funding from 7% to 20%.
- Increase the uptake of R&D tax credits.
- Focus on growth in the strategically important sectors of creative technology, advanced engineering, agritech, aquaculture, and health innovation.
- Exploit the opportunities provided by the 'Grand Challenges' within the Government's Industrial Strategy.
- Address 4G notspots by working collaboratively with mobile network providers and Dorset asset owners to provide new infrastructure.
- 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 the rollout of ultrafast broadband.
- Support and promote R&D and innovation, particularly in energy generation, micro-grids, energy storage and electric vehicles (EVs), supporting the shift to clean growth.
- Create a vibrant and sustainable 21st century city by the sea that is technologically enabled.
- Celebrate the success of our Dorset based innovative businesses.
- Leverage private sector investment.

Dorset's request to Central Government:

- Ring fence full fibre funding in order to support delivery of 'smart city' solutions across Dorset.
- Support 5G delivery across Dorset with funding through the testbed and trials programme.
- Support the creation of a 'Dorset Innovation Fund' to enable faster deployment of new technologies to boost productivity.
- Co-invest in a 'Createch Catapult Centre'.
- Provide essential investment in mobile phone connectivity addressing 4G notspots.
- Secure £10 million each from Audience of the Future and Creative Industries Funds for Dorset.
- Allocate £5 million from the Manufacturing and Future Materials Fund for a local manufacturing technology centre linked to the advanced manufacturing catapult.





Skills and enterprise

Our ambition

By 2038, Dorset's workforce will be highly productive, aspirational and agile so that the talents of all contribute to prosperity, well-being and innovation.

What we are currently doing

Our skills interventions have been focused on helping the workforce become more adaptable in a rapidly changing economy.

In 2017 we launched the Dorset Enterprise Adviser Network to create powerful, lasting connections between businesses and their local schools and colleges by equipping people with employability skills and facilitating informed career choices. Delivered in partnership with the national Careers and Enterprise Company and local authorities, this growing network is improving the employability prospects of young people across Dorset in 77 secondary schools, special schools, learning centres and colleges. The Dorset LEP Employability Charter strengthened the employability and entrepreneurial capability of Dorset's young people by recognising 13 education providers and employers who have equipped young people with the skills and motivation they need for work.

Apprenticeships are a valuable part of Dorset's economy, which help improve business productivity, competitiveness and employee retention. Using funding from the Education and Skills Funding Agency (ESFA), we delivered a programme of apprenticeship engagement activities including events, research and marketing aimed at Dorset's employers. We partnered with the Dorset Chamber of Commerce and Industry and the Skills Funding Agency to produce two videos showcasing Dorset employers' commitment to Apprenticeships.⁹ We collaborated with Southern Universities Network in the 2018 Dorset Careers and Apprenticeship Show which brought together over 3,500 young people and more than 70 local employers and providers. We also sponsored Digital Wave, the biggest digital exhibition for teenagers in the UK, for the past three years.

We have worked with Government and other agencies to help direct European Structural Improvement Funds to invest in the skills base of Dorset's people.

This includes £8 million through the ESFA to improve work skills and £8.8 million through the BIG Lottery Fund's Building Better Opportunities Programme supporting 'hard to reach' young people to enter the workforce. We are supporting extensions of this funding to help disenfranchised and marginalised people, including our ageing population, engage with work and volunteering opportunities.

We have invested in facilities to support our higher education and further education institutions raise aspirations, increase participation in education and skills and improve life chances for many. This includes:

- £1.4 million investment at Arts University Bournemouth to develop pre-incubation skills for undergraduates.
- £1.4 million at Bournemouth University to develop an Institute for Medical Imaging and Visualisation.
- £1.65 million investment in innovative orthopaedic research facilities at Bournemouth University.
- £0.9 million in a state-of-the-art agritech centre at Kingston Maurward College.
- £0.56 million in the newly refurbished manufacturing and engineering facilities at Bournemouth and Poole College.
- £2 million for finance and business services facilities at Bournemouth and Poole College.
- Studies support for the 'Skills Escalator' investment needed as part of the Bournemouth International Growth Programme in collaboration with further education institutions and local businesses.

We recognise that 13% of Dorset's £2.5 billion productivity gap is directly attributable to low skills and a further 19% to enterprise which includes business start-ups and survival.⁹ The productivity puzzle in Dorset is a result of having too many low value jobs in a weak investment cycle. Our interventions detailed below are aimed at addressing this productivity gap.



Kingston Maurward
College students

In delivering this work, we will:

- Argue the case for further capital investment in our higher and further education institutions to raise productivity in our priority sectors and increase the diversity of course choices available to students.
- Make the business case for skills investment in the disadvantaged areas of Weymouth and Portland, rural areas and certain wards in the conurbation in order to raise aspiration and increase social mobility, including reviewing the delivery model of education in Weymouth after the age of 16.
- Use our emerging Local Industrial Strategy to inform skills investment and leverage funding locally, regionally and nationally to stimulate high value-added jobs.
- Raise productivity through long-term sustainable investment in the right skills for Dorset.
- 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.
- Reform the Dorset LEP Skills Board to strategically plan for the skills needs of the area taking into account relevant policy, labour market information and the changing employment landscape.
- Strengthen consultation with employers through the Dorset LEP Business Forum and other relevant organisations to develop new solutions to upskilling, focusing on the future employment landscape to better respond to skills needs in employed and self-employed settings.
- Encourage every school and college to provide young people with the best possible careers advice and experience of the workplace by working with the Dorset Enterprise Adviser Network.
- Provide leadership to encourage highly collaborative partnerships to increase experimentation in skills investments which raise productivity and develop solutions to growing challenges in recruitment for construction and with graduate retention more widely.
- Seek to secure funding from Government for a 'Digital Skills Partnership' to ensure local people can participate in our growing creative technology cluster and access the digital economy.

Dorset's request to Central Government:

- Provide a greater share of central discretionary resources to invest in skills including through the UK Shared Prosperity Fund.
- Provide funding support to establish hubs of specialisms and skills zones.
- Provide support for Dorset to participate in appropriate curriculum development matched to our skills' needs including higher skills levels.
- Share data with LEPs on the take up of apprenticeship levy funds to inform skills interventions with key employers and their supply chains.
- Devolve adult education budgets to Dorset LEP for investment in local skills priorities.
- Devolve unused local apprenticeship levy funds to Dorset LEP for reinvestment in skills (up to 90% of levy funds nationally are unused).
- Increase investment from the Careers and Enterprise Company to help address work and career aspirations amongst our young people in targeted areas, including a Dorset Careers Hub.
- Increase financial support to Southern Universities Network to expand the 'National Collaboration Outreach Programme' across Dorset.
- Provide support to strengthen leadership and management skills within small and medium enterprises (SMEs).
- Support the establishment of a dedicated skills centre for technology to meet the needs of employers.
- Increase funding for 1) improved public transport (rail and road) to increase access to study and employment, 2) improved super and ultrafast broadband infrastructure to widen access to study, and 3) more scale-up business accommodation to facilitate growth.
- Increase investment in our higher and further education assets to improve facilities, curricula and virtual access to study, especially in Weymouth and Portland, and in our small rural and coastal communities in order to raise social mobility and productivity.



Connectivity and mobility

Our ambition

By 2038, we will create an efficient, sustainable, technology-driven transport system that improves connectivity in the region and enables increased productivity across all areas of the transportation network.

What we are currently doing

Dorset has long suffered from poor transport infrastructure which puts major constraints on development and productivity. Congestion, particularly in the Bournemouth–Christchurch–Poole conurbation but also across the North–South and East–West axes of the county, is among the most severe in England and has worsened in recent years, costing approximately £275 million per annum in productivity.¹⁰

To meet Dorset LEP's economic growth and productivity ambitions over the next twenty years, our accessibility to markets must be improved. We need to:

- Manage and enhance road access to/from Dorset by increasing its effectiveness, maximising the use of public transport and ensuring infrastructure is in place to support the transition away from petrol and diesel vehicles to electric cars, including the expansion of cycling and walking routes.
- Improve rail access to/from Dorset and services to key employment sites and housing.

To achieve this, Dorset LEP will support local and national economic competitiveness, productivity and growth by delivering reliable and efficient transport networks. This will help address the Government's Industrial Strategy 'Future of Mobility' Grand Challenge.

To date, Dorset has developed a freight strategy to identify the issues and opportunities for freight transport across Dorset, access into the ports of Poole and Portland and to the rest of the country.

Dorset has also developed a map for Dorset's road infrastructure. This highlights current issues, priorities and solution for Dorset.¹¹ As part of the solutions, we have secured over £93.7 million Local Growth Funding and matched local contributions for a number of transport infrastructure projects. This funding is

currently delivering transport infrastructure across the Bournemouth International Growth Programme, Port of Poole Programme, Gillingham and Wallisdown Road, which will unlock development sites at Poole Port, Aviation Business Park and Wessex Fields for housing, employment land and jobs.

We are also supporting the 'smart city' plans of our city by the sea in seeking to address local transport and congestion issues through the greater use of digital technology. This includes a high-speed digital network enabling the effective management of roads, whilst the highway's telecommunication ducting and fibre assets will help accelerate the roll out of 5G and full-fibre.

Dorset is committed to supporting better safety, security and health and longer life expectancy by reducing the risk of death, injury or illness arising from transport, and by promoting travel modes that are beneficial to health including increased physical activity and reducing air pollution. Sustainable transport enhancements, such as joint cycle lanes and footpaths, will also encourage Dorset residents and visitors to take advantage of the natural environment Dorset has to offer and improve quality of life as well as reducing carbon emissions.

Further to this impressive record of joint working within Dorset, we are involved in many regional initiatives to improve connectivity in the South West region. This includes strengthening the rail services and integration (e.g. North–South around Dorchester–Yeovil and across the New Forest towards London) through the West of England Line Group and Peninsula Rail Task Force. Dorset would benefit significantly from improved major network roads outside of Dorset that impact commuting, delivery and freight such as the A350 corridor and A31, which are part of Sub-national Transport Body discussions.



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In delivering this work, we will:

- Develop a mobility strategy for Dorset to improve the transport network including reducing demand, moving to sustainable methods of transport and optimising the current network.
- Develop a package of measures that are high value for money, deliverable and viable, to develop the mobility strategy and vision for Dorset.
- Update the action and delivery plan for the Dorset Freight Strategy.
- Deliver approximately £15 million of sustainable transport infrastructure integrated within a number of Local Growth Fund projects.
- Encourage and enable projects that support travel by public transport, greater use of electric vehicles or travel by walking and cycling to improve health, wellbeing, productivity, as well as reducing carbon emissions and air pollution to support clean growth.
- Work with Network Rail and other partners to have a 'focus on Dorset' group meeting to improve the rail service.

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- Prioritise infrastructure investment across Dorset.
- Leverage private sector finance and expertise.

Dorset's request to Central Government:

- Release of revenue funding to enable local authorities and businesses to bid for future funding.
- Support investment in a city by the sea Local Transport Package (LTP) that addresses the key bottlenecks affecting travel times in the city. This will include supporting more sustainable transport options including local public transport, cycling and walking.
- Ring fence local transport investment across rural parts of Dorset to address pinch points.
- Work with Network Rail to improve connectivity North-South around Dorchester-Yeovil and across the New Forest towards London.
- Provide funding for large scale infrastructure improvements to the major road networks.
- The National Infrastructure Commission should incorporate natural capital, including its maintenance, restoration and recovery, into long-term infrastructure plans, ensuring consistency with the objectives of the Government's 25 Year Environment Plan.
- Provide transport investment through the city by the sea LTP, dualing of A31 and the North-South links, including in the West of the county.
- Commit long-term infrastructure investment into Dorset.

'Dorset LEP will support local and national economic competitiveness, productivity and growth by delivering reliable and efficient transport networks.'



Business support

Our ambition

By 2038, we will develop and enhance a world-class business support hub that will help businesses start, grow and maximise their potential through a range of focused actions that are aligned with our priority areas and the objectives set out in the Government's Industrial Strategy and our Local Industrial Strategy.

What we are currently doing

Dorset has a strong entrepreneurial culture with 9.7 start-up businesses per 1,000 population.¹² 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.¹³ 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.

In 2018, Dorset LEP launched Dorset Gateway, providing specialised and bespoke business support that reflects the ambition of Government for businesses to build on the opportunities of Brexit to scale-up, export and penetrate new markets. Dorset Gateway 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.

In May 2017 we launched our Invest in Dorset Ambassadors scheme which promotes Dorset as a great place to do business. Over 30 local business people from a range of industry sectors have volunteered to become Dorset Ambassadors to:

- Promote Dorset on the national and global stage as a great place to do business.
- Support our young people to fulfil their ambitions.
- Lobby Government for infrastructure improvements to ensure Dorset becomes a better-connected place.

We also instigated the creation of the Dorset Business Alliance incorporating the Dorset Chamber of Commerce and Industry, the Federation of Small Businesses and the Institute of Directors. 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.

Furthermore, at Dorset Innovation Park we are supporting world leaders in marine, defence and advanced engineering. The site is a future-generation innovation, research and development space, where businesses grow and thrive in a parkland landscape with a collaborative environment and identity at its heart. A vital enhancement for rural employment, the 50 hectare (124 acre) site is expected to facilitate up to 2,000 new jobs and create £30 million of retained business rates to be invested in improving the site and local infrastructure over the next 25 years.

Dorset Innovation Park occupants





We are focusing our business support efforts in areas that will create the highest increase in productivity. This could be particularly achieved through targeted investments in innovation, business start-ups and competitiveness.¹⁴

The focus of our business support efforts will increase productivity and, in turn, generate new jobs. This will have a multiplier effect on the local economy that will boost the area's GVA through increased spending and increased demand on current services and supply chain links that will also increase the activity of local businesses, generating more new jobs and sustained economic growth.

In delivering this work, we will:

- Deliver a bespoke, world-class business support programme through Dorset Gateway that will proactively support new businesses to start-up and existing businesses to grow, export and invest in research and development and innovative technologies.
- 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 Fund, leading to increased productivity and GVA for Dorset.
- 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.
- 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.
- 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.

- 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 and marine whilst supporting the development of new and emergent growth clusters.
- 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.
- At Dorset Innovation Park, generate over 1,500 new jobs and create £30 million new business rate income by 2042.
- Support businesses to engage more effectively with R&D tax credits.

Dorset's request to Central Government:

- Increase and extend funding to Dorset Gateway beyond March 2020 to enable forward planning and medium-term business support opportunities.
- Support the creation and development of innovative business environments (low carbon enterprise zone, business parks or innovation hubs) to encourage collaboration and the creation of spin-offs, start-ups, suppliers, etc.
- Support the creation and retention of low business rates to give Dorset a powerful incentive to compete for new businesses.
- Support Dorset in working with Innovate UK, British Business Bank, the Enterprise Europe Network and the Catapult Programme to financially support innovative businesses in our priority sectors to develop their investment plans leading to greater participation and higher quality investments.
- Support the implementation of Dorset's investment strategy.
- Extend the Enterprise Zone (Dorset Innovation Park) business rate relief for expanding businesses, offering another five to ten year period of rate relief to attract further new businesses.

Digital

Our ambition

By 2038, Dorset will become a first-class, smart and connected digital region supporting the future needs, economic expansion and productivity of industry. We will be at the forefront of 5G and digital technology, products, manufacturing and application development globally.

What we are currently doing

Dorset has a thriving digital economy and a world-leading digital sector. The 2017 Tech Nation Report¹⁵ concluded that Bournemouth and Poole were the UK's top areas for high growth digital businesses, supporting over 15,000 digital jobs worth more than £352 million to the economy. Digital businesses, businesses working digitally and public-sector service delivery through digital channels all require underlying fixed line and wireless digital infrastructure to function.

There are many pieces of evidence identifying digital connectivity as the foundation of economic productivity and its importance to Dorset's economic expansion and competitiveness. The South West was recognised in the Rural England report¹⁶ as the region with the highest growth opportunity from digital infrastructure enhancement, with the potential to deliver an 18% increase in GVA. Furthermore, digital infrastructure investment has been accepted by Government as a high return area, with every £1

investment returning £12.50 to the local economy.¹⁷

We recognise that poor digital connectivity is one of the main barriers to productivity.¹⁸ In particular, the challenges faced by Dorset are:

- Mobile phone signal across Dorset is poor, especially 4G, and requires improvement, specifically on rail and major transport corridors.
- 97% of premises in Dorset can already access superfast fibre broadband, but full-fibre connectivity to some of the most rural parts of Dorset is still needed.
- Stimulating private sector investment and evidencing commercial opportunities in digital infrastructure in Dorset from fixed line and mobile providers.

To address these challenges, we are developing a digital strategy for Dorset and the South West which will detail how first-class digital connectivity will provide a game changing opportunity to tackle the rural/urban productivity gap. We are also working across LEP boundaries in the South West to become a leader in 'smart rural solutions', addressing the 'Grand Challenges' facing the South West and the UK.

Since 2012 significant headway has been made with the penetration of superfast broadband (24Mbps+) across the county. Initially, commercial delivery, solely by the private sector, achieved 75% coverage. As a result of the 'Superfast Dorset Programme', area coverage has now increased to 97%. This is above the national average of 95% and in stark contrast to the situation in other areas of the South West.

We are currently working with Dorset local authorities to secure funding from the Local Full Fibre Network Fund to deploy a high-density fibre optic network along the main transport routes between Christchurch, Bournemouth, Poole and Weymouth which will provide a fast and reliable digital connection. We are also working with and supporting all commercial operators deploying digital

Digital Wave,
Bournemouth





A Smart City (or Smart Place) is a place that uses information and communication technologies to enhance the performance and quality of services to citizens and businesses such as energy, connectivity, transportation, utilities, health care and others. The overarching aims of a Smart City are to optimize city functions to improve quality of life and drive economic growth, whilst enabling better quality public services.

infrastructure to bring full-fibre connectivity to all of Dorset in advance of the Government 2033 ambition seeking full-fibre coverage across all parts of the country by 2033.¹⁹

Additional projects Dorset LEP has supported include:

- The Dorset Cyber Alliance - established to protect and support Dorset businesses to create safe online environments to trade by addressing cyber security.
- Silicon South - set up to accelerate the digital economy in Dorset.
- SME Competitiveness Programme, funded by the European Regional Development Fund, supporting digital SMEs through accelerator programmes, workshops, grants and specialist support.
- Arts University Bournemouth's Innovation Studio - we invested £1.4 million of Growth Deal funding towards this project, which aims to increase employability in the digital and creative industries and will support research and innovation in Dorset.

Dorset is well placed to be at the forefront of the digital era. Our further and higher education providers have in-depth expertise in digital and

cyber security. For example, Bournemouth University has a cyber security unit and expertise in digital creative industries, including the National Centre for Digital Animation. Furthermore, Arts University Bournemouth specialises in art, performance, design, and media and an exceptional fusion of creative and digital technology. Anglo-European College of Chiropractic harnesses digital technologies to improve healthcare outcomes in the chiropractic field, and Bournemouth and Poole College and Weymouth College offer a range of digital intensive courses including creative and digital industries, computing, IT and engineering.

We are also supporting plans to put Dorset at the forefront of 5G communications technology which enables machine-to-machine interaction in a real environment. With its extensive advanced manufacturing capability covering sectors such as aerospace, defence, marine and electronics, Dorset is well placed to be at the forefront of the emerging digital era.

Moreover, Dorset is able to lead on the development and manufacture of 5G-enabled machines. Through the 'smart city' R&D consortium being developed in



our city by the sea, relationships already exist with major global communication companies, whose wireless technology can be released for use by the advanced manufacturing sector to enable them to develop products such as remote robotics and autonomous vehicles and machines. This is a significant opportunity, not only for Dorset but for the whole of the UK.

In delivering this work, we will:

- Share Government's ambition that the UK should lead digital and 5G technologies and aim to provide world class 5G and gigabit digital infrastructure.
- Establish a 5G testbed environment in our city by the sea that could be further rolled out to other major centres and industrial areas in Poole, Christchurch and wider Dorset. Economic advantage can be gained from the early deployment of 5G technology. It will open up considerable new opportunities for Dorset's digital SMEs and enable our existing advanced manufacturing sectors and new businesses to exploit the opportunity in the new marketplace to lead on the manufacture of 5G and digitally enabled machines.
- 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.
- 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.

- Work with Government to prioritise investment in connectivity – supporting the 'future of mobility' and digital connectivity.

Dorset's request to Central Government:

- Work with us to develop a 'South West Digital Strategy' and to pilot/fund new delivery of financial technical models to implement the strategy.
- Engage with us now to help plan and shape innovative deployments with support funding to test alternative delivery approaches, which could drive down costs to Government of universal rural digital infrastructure coverage.
- Expand existing Department for Digital, Culture, Media and Sport 5G testbeds into urban and rural Dorset.
- Provide essential investment in mobile phone connectivity addressing 4G notspots.
- Provide funding:
 - To accelerate Dorset's unique 5G and full-fibre plans to unlock a significant '5G-enabled machines' manufacturing opportunity.
 - To ensure time can be invested in R&D to support digital start-ups and enable innovation.
 - For a 'Dorset Digital Skills Partnership' to help raise productivity through collaboration in digital skills acquisition including in an ageing workforce.

Dorset's key sector opportunities

The following pages detail the economic opportunities and our ambition for Dorset's key sectors. We outline what we are currently doing, plan to do and our request to Central Government to achieve growth within each key sector.

CLEAN GROWTH

To become a leading low-carbon energy economy, championing the efforts to deliver affordable energy which drives productivity and clean growth.



FINANCIAL SERVICES AND TECHNOLOGY

To become one of the UK's most economically prosperous centres of excellence for the financial and business services sector.



HEALTH SERVICES AND TECHNOLOGY

To become a pioneer for 'healthy living' for medical technology and a leader in health innovation, developing a 'prevention at scale' programme and innovative health and social care solutions.



RURAL ECONOMY

To be recognised as an outstanding regional economy with a strong focus on sustainable, inclusive and resilient growth.



ADVANCED MANUFACTURING AND ENGINEERING

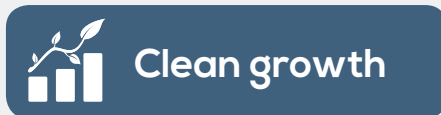
To become a world-renowned centre for advanced manufacturing and engineering excellence building on our existing strengths.



HOUSING

To deliver around 78,000 new homes, bringing greater diversity and choice to the local housing market so that Dorset remains an attractive place to live and work.





Our ambition

By 2038, Dorset will become a leading low-carbon energy economy, driving efforts to deliver affordable energy to enable productivity and clean growth while protecting our natural environment.

What we are currently doing

Dorset LEP's vision for the economy already outlines high level objectives to deliver the 'Clean Growth Grand Challenge' to maximise advantages for UK industry from the global shift to a clean growth and green economy. The recent 'Intergovernmental Panel on Climate Change' report concludes that the global target of keeping the climate's temperature rise below 1.5 °C is not being met – with a three degrees rise more likely, resulting in catastrophic consequences within our lifetime and for generations to come. Our aspiration is to create a competitive, sustainable and resilient sector mix to achieve growth whilst improving quality of life and reducing emissions and other environmental impacts. We are committed to building on the principles of the circular economy in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life.

In 2005, Bournemouth, Dorset and Poole Councils created a Renewable Energy Strategy leading up to 2020 with the vision for Dorset to play a part in mitigating climate change by using energy more efficiently and harnessing our viable renewable energy resources. This initiative secured over £1.7 million in funding to support renewable energy installations, demonstration projects and feasibility studies and built a range of strategic links with public, community and business partners.²⁰

Dorset is currently delivering activities to help stimulate growth in Dorset's low carbon economy through the £2.15 million Low Carbon Dorset Programme funded by the European Regional Development Fund. Over the coming years, we will build on these efforts to maximise local economic, environmental and community benefits stemming from this work.

Dorset LEP along with Heart of the South West LEP and Cornwall and the Isles of Scilly LEP commissioned a joint energy strategy to support a successful low carbon sector which drives productivity and growth

and decarbonises the regional economy. The energy strategy will be launched in winter 2018 along with a number of demonstrator projects. In Dorset, the delivery will be coordinated by a 'clean growth partnership'. We are also committed to the energy agenda through our partnership approach with the South West Energy Hub.

Dorset LEP's aspiration for a modern transport network to reduce emissions of carbon dioxide and other greenhouse gases can be enabled with investment in digital connectivity and electric vehicles (EV). Moreover, improved digital connectivity to homes and businesses will enable a much better take up of remote working, teleconferencing and knowledge sharing, thus reducing commuting time, carbon emissions and demand on the road network. Further investment in EV infrastructure will enable the transition to an electric vehicle fleet for public transport and support the Government's commitment to remove polluting fossil-fuel vehicles on UK roads by 2040.

The focus of our business support efforts will increase productivity and, in turn, generate new jobs. This will have a multiplier effect on the local economy that will boost the area's GVA through increased spending and increased demand on current services and supply chain links that will also increase the activity of local businesses, generating more new jobs and sustained economic growth.

In delivering this work, we will:

- 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.
- Work with industry to produce financial models to develop technologies and industries in the clean growth sector and empower new business models.
- 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.
- Develop the capacity for off-site manufactured homes to improve energy efficiency of new houses, including passive housing / 3D printed housing.
- Support decarbonisation and energy efficiency of the agritech sector through energy storage, renewable supply and innovative technologies.
- Undertake a mapping exercise to understand the infrastructure needed to support electric vehicles for rural-urban and inter-urban connectivity.
- 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'.
- Seek the same high standards and net gain for biodiversity in the marine environment as on land

- and encourage and support sustainable marine-based economic activity.
- Empower communities and businesses to champion the natural environmental and community energy projects through knowledge-sharing platforms and collective action.
- Support investment in natural flood management schemes and catchment management initiatives which reduce the waste of nutrients and soil and enhance biodiversity and water quality.
- Explore investable propositions related to energy.

Dorset's request to Central Government

- Amend planning policy to encourage local authorities to permit the installation of renewable and alternative energy generation solutions.
- Introduce financial models, such as 'green finance', that facilitate renewable energy generation solutions to increase commercial viability.
- Move to a whole system approach for heat, electricity and transport through changes to regulation and policy.
- Secure energy security for Dorset.
- Provide funding for the provision of technical support to businesses to embed low carbon practices to their operations and delivery of projects.
- Provide additional funding to businesses to undertake life cycle analysis of products and services to understand any impacts on the environment and to introduce savings through consideration of the circular economy.
- Extend the remit of the South West Energy Hub to coordinate the clean growth agenda in the South West.



Health services and technology

Our ambition

By 2038, Dorset will become a nationally recognised 'healthy living' pioneering region for medical technology, prevention at scale programme and innovative health and social care solutions.

What we are currently doing

Our ambition is in line with the targets set out in the modern Industrial Strategy for the UK to become a global and domestic market-leader in meeting the challenge of healthy ageing. This ambition is also in line with Deloitte's global analysis of the future of smart healthcare. With quality, outcomes, and value being the watchwords for health care in the 21st century, sector stakeholders around the globe are looking for innovative and cost-effective ways to deliver patient-centred, technology-enabled "smart" health care, both inside and outside hospital walls.²¹

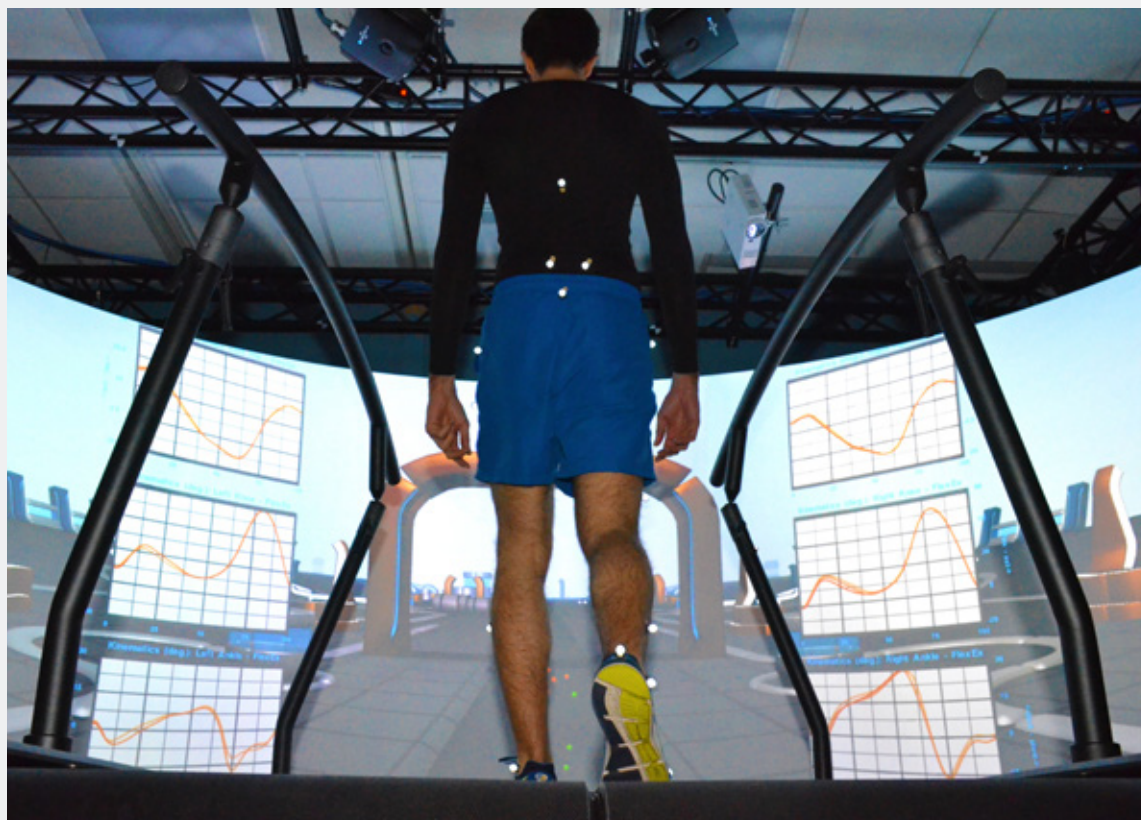
Dorset is at the forefront of innovative new technologies in health, welfare and ageing as well as in the key areas of technological crossover. While Dorset has the nation's highest proportion of older people population, bringing challenges around health and social care, particularly in more rural areas, it also positions Dorset as the best place in the UK to do research and product development in healthy ageing. Over 28% of our current population is aged 65 or over, against a UK average of 18%. According to the World Health Organisation this is a demographic similar to where the rest of the World will be in 2050. Our future choices are about optimising future economic growth while preserving and enhancing Dorset's unique environmental assets in order to support and maintain high levels of health and well-being – a vital prerequisite and ingredient of Dorset's future. We are addressing these challenges by building on our successful Dorset Sustainability and Transformation Plan (STP) and by becoming one of only five areas within the UK with a Local Health and Care Record Exemplar. We are number one in the UK in this field.

Our health sector has secured £147 million of capital investment to create specialist emergency care and planned care hospitals in Bournemouth and Poole. There is also considerable interest in Dorset for medical products and testing, and the potential for collaboration between Dorset's companies,

universities and hospitals is already attracting interest from global corporations in pharma, biotech, digital and big data, including Zimmer Biomet, Stryker and Microsoft. We are also forging ahead with an integrated approach to create an internationally recognised "Living Laboratory" health and care innovation campus that supports R&D excellence and industry to develop globally marketable, innovative and leading-edge digital and physical health and care products (whether artificial intelligence, the 'internet of things'/virtual reality and/or high value manufactured or engineered products). Linked to this we have an ambition to deliver a medical school with our local partners. These ambitions are in line with the aims of the Government's Life Science Sector Deal and Dorset's existing Healthy Living Deal. These ambitions emphasise our local aim to drive the equivalent of over 5% of the UK medtech industry's £22 billion annual revenue of the UK medtech industry into Dorset by 2038.

In recognition of market opportunities, Bournemouth University is investing £250 million into key strategic investment areas over the next seven years – three of them being medical science, animation, simulation & visualisation, and assistive technology. Bournemouth University's Orthopaedic Research Institute and National Centre for Computer Animation and SciTech Games Technology Group are already collaborating to produce surgical training and diagnostic scenario games in virtual reality.

In response to the 'one health' agenda, we are also in the early stages of a collaboration between Dorset's large land-based agricultural college and working farm estate (Kingston Maurward), the National Biofilms Innovation Centre and the Centre for Innovation Excellence in Livestock to develop and implement R&D projects to tackle productivity, disease and antimicrobial resistance where there is an interrelation between animal, crop and human health, which will boost productivity in food production..



We will also respond to adult social care technology developers and providers by drawing together our world-leading public and private research institutions. The focus here will be on working with adult social care providers, particularly SMEs and those in the public sector, to better understand their challenges, identify new application opportunities, and combine their demand for new products and services.

Working with our strategic partners, this will provide the companies developing applications for this market with clearer pathways to commercialisation. It will create opportunities to undertake proofs of concept, using, for example, Nourish Labs' living lab that is at the centre of this project. We will also work with providers to take a holistic approach towards the adoption of new products and services so that they achieve a better return on their investment and significant improvements in their productivity.

In addition to advances in technology, there is growing evidence to demonstrate that connecting and engaging with nature is beneficial to health and wellbeing. Work is already underway to engage people with nature through the healthy places element of the prevention at scale programme under Dorset's STP which includes the Natural Choices Programme – nature-based activities to support health and wellbeing – led by the Dorset Local Nature Partnership. These activities support a healthy workforce. Some of Dorset's businesses are also engaging with the conservation sector to offer corporate volunteering days to support staff wellbeing.

The following section identifies the work we will deliver in partnership with health and care experts in delivery, strategy, research, innovation and commercialisation.

In delivering this work, we will:

- Work with Dorset health and care partners to identify productivity gaps with regards to health and wellbeing, care and quality, and health sector efficiency and finance, and then provide support in the facilitation of novel solutions.
- Develop, launch and maintain an interactive map describing the health and care assets in Dorset. This will provide a comprehensive baseline from which we can measure our success against the ambition of the strategy.
- Generate £1.1bn of new revenue into Dorset from commercial health and care related R&D and product development by 2038.
- Facilitate and support the continued development of a health and care innovation campus in partnership with our citizens, Government, health, care, academia and industry with a national and international focus on the development, adoption and spread of healthy ageing healthcare technologies.
- Develop the skills of our current and future workforce who will design the new AI and virtual technologies, and manufacture and engineer the devices, that will assist their customers to age more healthily, stay independent and economically active for longer, and reduce health inequalities. This will be achieved by training the workforce through our world class universities (Bournemouth University and Arts University Bournemouth), retaining them in Dorset's vibrant commercial creative and digital sectors, and then networking them into the health and care innovation campus.
- Support digitally- enabled Dorset: in line with the Code of Conduct for Data-Driven Health and Care Technology, increasing the use of technology in the health and care system to support new approaches



to service delivery and building on existing Dorset excellence in digital innovation.

- Drive prevention at scale, helping people to stay healthy and avoid getting unwell.
- Create Integrated Community Services: supporting individuals who are unwell by providing high quality care at home and in community settings.
- Build one acute network, helping those who need the most specialist health and care support through a single acute care system for Dorset.
- Build a 'one health' consortium, creating a Dorset led regional network, in partnership with national networks, retailers, farmers and centres of innovation and research excellence, to tackle human health problems and environmental 'clean growth' hazards that are interrelated with animal and crop health. This consortium will generate leading edge UK commercial R&D and technological solutions for domestic and international markets.
- Support the development of our workforce by leading and working differently: giving the health and care workforce the skills and expertise needed to deliver new models of care in an integrated health and care system.
- Enable development of healthy places which encourage access to high-quality green spaces and healthy lifestyles.
- Support businesses and organisation which encourage and enable access to nature and nature-based opportunities through their activities, products, green spaces and transport options.
- Pursue a social care deal with Government to support improved health outcomes – harnessing innovation to support an ageing population.

Dorset's request to Central Government:

- Support the 'health and wellbeing catapult' with £20 million seed-funding from the Healthy Ageing Industrial Strategy Challenge Fund and the £50 million social care deal.
- Support the healthy living deal to accelerate sustainable and healthy living across Dorset, using better delivery models, research, new ways of working and new technology.
- Create health research and innovation funding specific to Dorset in order to support the development of advanced health technologies and 'best care' practices.
- Support Dorset's local, regional and international health and care projects, through direct and coordinated departmental guidance and support from, e.g. The Department of Health and Social Care, the Department for Business, Energy and Industrial Strategy, the Department for Environment, Food and Rural Affairs and the Department for International Trade (DIT).
- Promote nationally and internationally Dorset's health and care success stories and its potential as an R&D destination of excellence ('living lab') for health, care and healthy ageing.
- Support the development of our health and care innovation campus, which will be based in Dorset, supported by the wider regional healthcare infrastructure (STPs, clinical commissioning groups, academic health science networks, universities, hospitals and local government), with a national and international focus on the development, adoption and spread of health and care technologies.
- Funding mechanisms to support the utilisation of expertise across all disciplines to revolutionise innovation in healthcare.



Advanced manufacturing and engineering

Our ambition

By 2038, Dorset will become a national centre of excellence for advanced manufacturing and engineering with a global reputation driving forward innovative technologies.

What we are currently doing

Dorset is home to a thriving and varied advanced manufacturing and engineering sector (AM&E) with strengths in aerospace, defence, marine, robotics, composite technologies, and innovative engineering design. Global Dorset-based companies excelling in advanced engineering sectors include AGI Holdings, Amfax, Amsafe, Atlas Elektronik UK, BAE Systems, Caterpillar Marine Power, Cobham, Honeywell, Magellan Aerospace, QinetiQ, RNLI, Siemens, Sunseeker, and Ultra Electronics.

The sector employs over 17,300 people, over 2,000 apprentices and contributes £800 million to Dorset's economy each year. We have global brands, a highly skilled workforce, a vibrant and dynamic supply chain, an excellent university and colleges with expertise in advanced manufacturing and engineering. In addition, Dorset's ambitious plans to provide affordable housing and improved infrastructure to increase the current capacity for growth will underpin our growth aspirations.

We have a thriving Dorset Engineering and Manufacturing Cluster (DEMC), a successful network of 350+ businesses across different supply chains leading on local, regional, national and international partnerships. It provides a voice for the sector across Dorset and enables companies to collaborate, increase their sustainability, and maximise their potential.

Aerospace: Dorset is part of the South West Aerospace Cluster (SWAC), the largest in Europe. It is valued at £7 billion and supports approximately 100,000 jobs. The SWAC is home to 14 of the 15 global aerospace companies, from aero-structures to aero-engines, rotorcraft to landing gear, electronic systems to autonomy and robotics.

AgriTech: Dorset leads South West AgriTech combining the strengths in this sub-sector of agrifood for all six South West LEPs. It particularly takes advantage of the transfer of technologies available within AM&E in the South West, e.g. robotics, sensors and big data. South West AgriTech is worth £1.03 billion and currently employs 3,800 individuals.

Marine and composite technologies: Dorset is part of the South Coast Marine Cluster which is the second largest UK marine cluster in terms of size, value and number of jobs. The cluster contributes £2.54 billion direct GVA and £16.4 billion indirect GVA to the economy. Moreover, the largest composite technology players in the field used in the marine and renewable energy industries, are located in Dorset.

Defence: Dorset is at the forefront of defence R&D with world-class companies based in the county. We also host several Ministry of Defence Centres of Excellence.

Dorset has three strategic sites that prioritise AM&E located at Bournemouth Airport – Aviation Business Park (the largest employment site in Dorset), Dorset Innovation Park (an emerging advanced engineering cluster of excellence for the South West), and the Port of Poole (one of the county's key assets). However, there are other sites that are part of the broader cluster.

The next twenty years will see dramatic changes in the way we live, operate and trade on a global scale thanks to new technologies and innovations. Dorset is strategically positioned and well-resourced to drive these dramatic technological innovations which will position our region as the national centre of excellence for advanced manufacturing and engineering within the UK.



Sunseeker, Poole



Field International, Poole

In delivering this work, we will:

- Double productivity within the AM&E sector while attracting a greater sustainable mass of AM&E industry to Dorset.
- Develop a national centre of excellence for AM&E in Dorset.
- Create an online supply directory to further develop and enhance local supply chain issues and opportunities.
- Develop and grow the DEMC to further benefit the sector locally, regionally, nationally and internationally.
- Work with partners to develop export quality and quantity.
- Work with other clusters / sectors as the future workforce and activities blend through adoption of technology and automation.
- Continue supporting our Bournemouth International Growth Programme's 'Skills Escalator' to create an environment for life-long learning that will support all sectors in Dorset.
- Double apprenticeships (including Levels 6 and 7) to over 4,000 per annum.
- Secure funding to establish a 'Manufacturing Technology Centre' linked to the 'Advanced Manufacturing Catapult'.
- Create an ecosystem that not only develops the potential of our current business stock but also nurtures new potential from our excellent educational establishments and entrepreneurial start-ups.

- Create a strategy for the AM&E sector embracing future innovative applications such as automation, 5G, the 'internet of things', machine learning, artificial intelligence, augmented reality, virtual reality, Industry 4.0²² infused with our expertise and experience in the creative and digital sector.

Dorset's request to Central Government:

- Provide capital contribution to create AM&E infrastructure locally e.g. a Manufacturing Technology Centre and an Explora Science Technology and Discovery Centre.
- Support devolution of the Adult Education Budget to increase apprenticeship numbers and support lifetime learning and knowledge exchange within the sector.
- Allocate annual revenue funding to develop a Dorset 'Dorset Engineering and Manufacturing Cluster' to run the AM&E infrastructure.
- Provide recognition of the Great South West as a means of encouraging collaboration and supply chains across the area, especially in aerospace, agritech and marine engineering, and resourcing for the initiative as with the Midlands Engine and Northern Powerhouse.
- Allocate resources for investment in enabling infrastructure to grow the competitiveness and productivity of the sector.



Financial services and technology

Our ambition

By 2038, Dorset will become one of the UK's most economically prosperous centres of excellence for the financial and business services sector, leading through sector innovation, digital connectivity and expansion to new markets.

What we are currently doing

Financial services is a major contributor to Dorset's economy and one of its most productive sectors. Dorset, and in particular the city by the sea, hosts a cluster of world-leading finance and business enterprises representing diverse markets ranging from fintech, private and international banking and insurance, to wealth and investment management. The conurbation alone generates £1.6 billion a year in GVA from financial services, with 12,700 people employed in the sector.²³

This means that the area is the second largest concentration of financial services in the South West. Companies with headquarters or strategically important operations that are based in our area include JPMorgan, Nationwide Building Society, Barclays International, and Liverpool Victoria.²⁴

Dorset is a key part of the South Coast Financial Centre of Excellence, an initiative set up in 2015 to promote the region's collective sector expertise. It addresses the skills, marketing and infrastructure needs within the financial sector to drive jobs, economic development and foreign investment within Dorset and the wider South coast. Dorset LEP has also invested £8.5 million, secured through the Government's Growth Deal, into the Lansdowne district which is set to become a next generation commercial business centre with the potential to

attract new financial services businesses to the area, building on those already present, initially around the Lansdowne business district, to be followed by rolling out to major centres and industrial areas in Poole, Christchurch, Bournemouth and the wider Dorset. Dorset LEP has also secured £2 million for Bournemouth and Poole College to invest in a purpose-built financial and business services training facility in the Lansdowne district.

Dorset has a large-scale talented workforce already working in the sector. This is further enhanced by a strong talent pipeline emanating from Bournemouth University. However, if the area is to meet future sector trends and achieve its expected growth, there is a need for further investment in the provision of top quality business and finance education, research excellence and training collaboration. Finding ways to encourage students to remain in the area after graduating through the provision of an appropriate housing and lifestyle offer as well as clear employment options is crucial to future success. Coupled with this, further investment is required to attract talent seeking to relocate away from London to Dorset through clear messaging that highlights the area's superior quality of life and clear career options and progression.



There is also a need to transition to new technologies and secure high speed connectivity, both to improve the efficiency of current operations and to grow new markets and new routes to markets. Dorset's business support services will encourage digitisation across the economy to improve competitiveness.

Dorset LEP already has an established 'Invest in Dorset' team that will drive inward investment activity from financial, business and professional services companies. This work will focus on promoting the excellent facilities and infrastructure available in Dorset, encouraging the growth of existing specialist clusters already thriving in Dorset as well as developing new ones.

Through Dorset LEP's newly established Dorset Gateway, business engagement leaders will identify

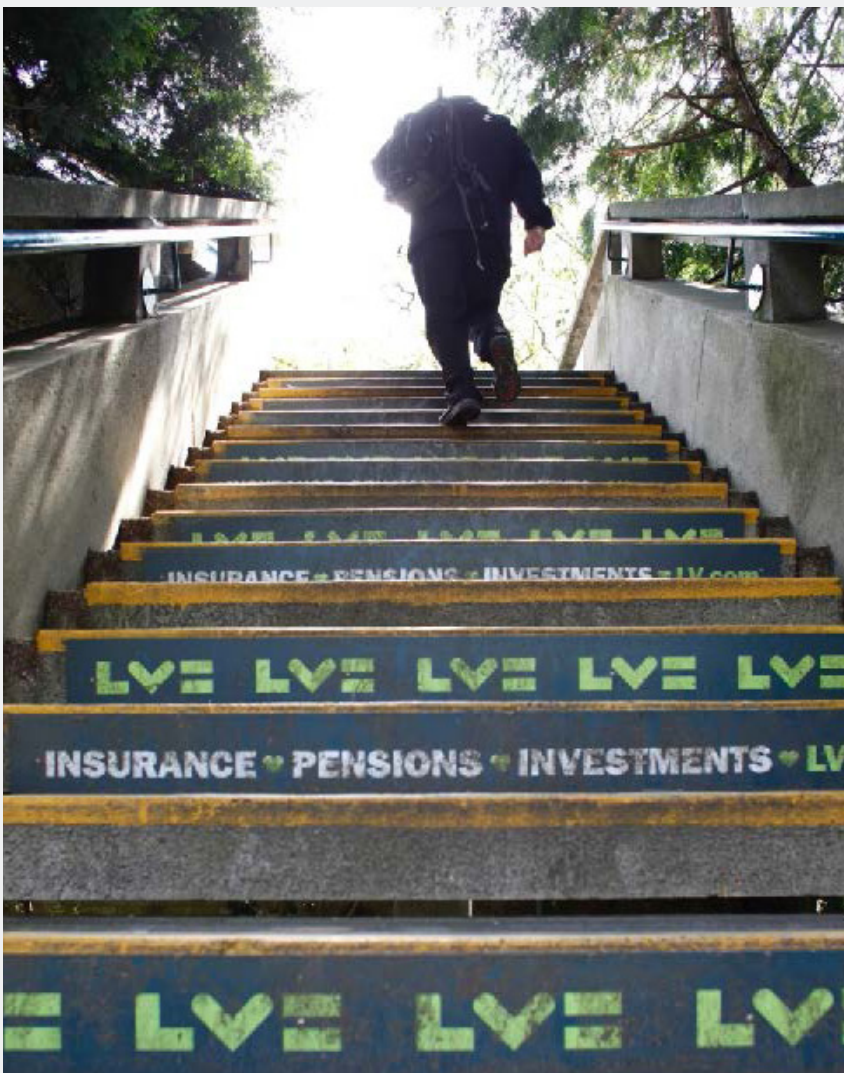
opportunities based on industrial specialisms, promote innovation and support fast growth companies specialising in financial technology.

In delivering this work, we will:

- Increase the overall employment within the sector.
- Reinforce Dorset's position at the heart of the centre of excellence on the South coast for developing fintech innovation, including artificial intelligence and machine learning.
- Increase our engagement with SMEs to support firms to innovate, export and respond to new challenges – stimulating and accelerating business formation, survival and growth rates.
- Attract increased inward investment and become more international and resilient in the post-Brexit environment through maintaining and extending our competitive advantage to win bigger shares of established and emerging markets.
- Encourage development of methods to secure investment in natural capital, for example through green bonds.²⁵

Dorset's request to Central Government:

- Make significant investment into Dorset's digital infrastructure to enable fintech innovation and productivity.
- Provide skills funding to ensure access to and development of the right skills for the sector.
- Facilitate closer links between Dorset and regional clusters domestically and internationally to achieve better diversification within the sector and integration into global financial markets as well as new developing markets which will offer further opportunities for export growth.²⁶
- Ensure synergy between Dorset and London-based developments through information sharing, marketing and pooling talent, both within firms and between them.²⁷
- Provide greater emphasis on non-graduate routes to employment across all businesses in the financial sector and set up programmes that would maximise the pool of talent available to fintech firms.
- Ensure early engagement with key Dorset industry leaders on new strategies and policy initiatives to help shape relevant policy. An example of a similar initiative is the DIT's Financial Centres of Excellence that demonstrates how political engagement can translate into resources being made available. This initiative should be refreshed and reinvigorated with industry support from across the UK.²⁸





Rural economy

Our ambition

By 2038, Dorset aims to be recognised as an outstanding economy with a strong focus on sustainable, inclusive and resilient growth driven by investment in education, technological innovation, high speed connectivity and high quality infrastructure sympathetically developed within the outstanding natural landscape of the region which attracts tourism from a global audience.

What we are currently doing

Horizon 2038 highlights concrete propositions related to transport, digital connectivity, clean growth, housing, and others. This section aims specifically to enhance these links for the benefit of rural areas.

The rural economy is hugely significant in Dorset. The county comprises some of the richest farmland in the EU, an outstanding natural environment including a world heritage site and two AONBs, numerous open access nature reserves, and a wealth of cultural sites that facilitate a strong tourism industry. This environment provides significant opportunity to combine a high quality of life offer alongside entrepreneurial opportunities.

Within Dorset, around a third of GVA is generated in the rural areas outside of the city by the sea. The 2017 South West Rural Productivity Commission Report highlights that rural productivity across the South West (GVA/workforce job) is 8% lower than urban productivity and 10% lower than the average for rural areas in England. Closing this productivity gap between rural and urban areas would therefore secure an estimated £3.9 billion per annum or a 5% increase in output across the South West. Furthermore, data on economic productivity suggests that Dorset's rural economy is significantly lower than the national average and is falling further behind. The importance of the agrifood and drink and tourism industries in the rural context is significant and therefore improving productivity in these sectors could have a significant impact on rural employment and 'inclusive growth' potential.

The main challenge to increased rural productivity in Dorset is a combination of housing affordability, planning restrictions due to protected landscape designations, the cost of living, employment

opportunities, and an ageing population – all of which are causing young people, who are the future workforce, to leave rural areas. In addition, rural businesses tend to lag behind productivity and innovation, lacking the competitive stimuli from close proximity to similar businesses. Consequently, this is creating a major deficit of talent and workforce for rural businesses resulting in stagnating growth or closure and relocation of rural businesses to urban areas within or outside of Dorset. Furthermore, a lack of substantial digital connectivity is creating a digital divide, in which rural businesses and communities are marginalised, thus further increasing the current productivity gap.

It is therefore seen as a priority for Dorset to invest in better infrastructure, particularly transport, online connectivity, the development of business productivity and smart working practices, and a skilful workforce, whilst ensuring that our natural capital remains of the highest quality to attract and support the workforce.

The formation of a new unitary authority covering Dorset's five primarily rural districts is an opportunity to promote Dorset as the 'natural place' to do business while streamlining processes into a single organisation which will make business and trade easier. Dorset has an impressive record of working collaboratively across the South West region supporting the regional rural economy, evident in its work with South West AgriTech and the South West Rural Productivity Commission as well as the Great South West initiative which aims to become an equal competitor to the 'Northern Powerhouse' and 'Midlands Engine' moving forward.

In delivering this work, we will:

- Double rural productivity through improved performance of our key rural businesses.
- Work to secure funding for high speed broadband and 4G mobile connectivity focusing on rural areas with poor connectivity and key urban business locations, while ensuring these have minimal landscape impact.
- Support rural housing development to sustain and grow rural enterprise and the rural economy (refer to the housing section on page 35 for more information).
- Become a leader in the development and implementation of 'smart rural solutions' – extending the 'smart city' concept to rural areas (for more information on the 'smart city' concept see page 21), together with delivery of learning, networking and productivity support for businesses to adopt new working practices using smart rural technology.
- Reduce skill shortages and talent retention in rural areas through collaboration with local further education colleges to develop new courses, apprenticeships, and facilities as well as new delivery relevant to the rural economy e.g. a virtual food and drink skills academy as well as virtual tourism and hospitality skills academy or an apprenticeship in food engineering.
- Enable Dorset to become a catalyst for enterprise through the provision of high quality support to rural businesses looking to expand or relocate to Dorset through Dorset LEP's Inward Investment team as well as to start-up and overcome barriers to growth via the support provided by our Dorset Gateway services.
- Continue working across multiple regions to pursue rural initiatives through the South West Rural Productivity Commission and South West AgriTech.

- Revitalisation of market and coastal towns, supporting and enabling new fit-for-purpose employment space, creating a network of digital rural work hubs to facilitate home-working, self-employment and growth of starts ups.
- Seek alternative rural transportation solutions (e.g. community transport, trailways, moped loan schemes).
- Continue to be a national exemplar for how the Local Nature Partnership and Dorset LEP work together to demonstrate that economic growth and environmental protection go hand in hand.

Dorset's request to Central Government:

- Provide funding to support food and drink business advice/training aligned to the Agriculture Bill implications.
- Provide funding to test co-operative approaches to food and drink exporting.
- Support the establishment of a virtual food and drink skills academy.
- Fully implement Central Government's own rural proofing guidelines, across all Government departments, policy areas and future funding schemes to ensure they are more equitable to rural areas.
- Develop a dedicated Innovate UK programme focusing on smart rural technologies enabling collaboration between Government, industry, research and education institutions and thus extending the 'smart city' concept to rural areas to address the national 'Grand Challenges' facing rural areas, such as our ageing society.
- Provide funding to help maintain and enhance natural and cultural assets within Dorset to capitalise on opportunities targeted towards increasing productivity.

North Dorset Business Park,
Sturminster Newton



Housing

Our ambition

By 2038, we will champion the delivery of around 78,000 new homes across Dorset and in doing so will bring greater diversity and choice to the local housing market, meeting the needs of all its residents.

What we are currently doing

Our vision is to deliver a range of housing across Dorset that responds to and balances the economic, social and environmental needs of the area. At the heart of this ambition is to work with a variety of stakeholders to build capacity and attract investment to build well-designed, high-quality housing supported by integrated physical and social infrastructure. We will champion place making to create areas where people want to live which complements and enhances the surrounding environment and supports Dorset's vision for economic growth.

The strategic importance and value of Dorset's natural environment and heritage is recognised internationally. When combined with South East Dorset's green belt, the area's environmental and historical designations cover more than 65% of Dorset's landscape. This attractive environment makes it a popular location to live, particularly for

retirees and second home owners. The demand for housing combined with limitations on the supply of suitable land for development arising from the extensive environmental protections mean that land and housing are expensive. It is increasingly difficult for those working or wishing to work in the area, particularly young people, to find suitable housing that is affordable. Housing affordability is a critical issue and we want to work with Government to initiate a step change in housing delivery.

In contrast to other parts of the UK, the majority of new homes in Dorset are built by local SME house builders with only a small proportion being delivered by large national companies. In recent years, the level of housing association development has contracted as these organisations have merged and concentrated their activities towards the East.



Dorset already leads the way in the adoption of new and alternative approaches to housing development.

- **New town development** – Poundbury situated to the west of the county is a unique contemporary example of successful new town development, one that is internationally recognised and offers a blueprint for new town development elsewhere.
- **Local authority housing development** – Bournemouth Borough Council's well-established in-house development programme has a track record of delivering new housing for its residents, with ambitious programmes for future development in the area, along with the Bournemouth Development Company, a joint public/private partnership focused on delivering Bournemouth's town centre vision.
- **Community-led development** – With more than 15 active Community Land Trusts, Dorset leads the way in community-led housing development, delivering affordable housing within rural and urban communities.
- **Partnership working** – Dorset benefits from several innovative partnerships bringing together a range of partners who are driving forward housing delivery, including Poole Borough Council's strategic delivery relationship with housing associations building new homes on council owned land. In addition, the 'Building Better Lives Programme', a collaboration of public sector registered providers and the private sector, is maximising public assets to provide new specialised supported housing integrated with affordable housing and healthcare services.
- **Opening Doors Dorset** – A council-led initiative to promote and support the development of more homes across Dorset through a range of measures. With a dedicated webpage, the Opening Doors Programme provides local communities, private developers, housing associations, or those looking for a home or development opportunities in Dorset with information and updates relevant to the area.

Dorset has an above average ageing population, with over 28% of its residents being over 65 compared with the national average of 18%. This age profile is projected to increase to around 30% over the next decade with around one fifth of those residents being over the age of 85.

Dorset LEP will champion and embrace new approaches to housing design and models of delivery to create greater housing choice and opportunity for everyone living and working in Dorset. We will work to build capacity and diversity in house building to increase levels of delivery and productivity, taking full advantage of advances in technology that optimise

building performance. We will provide housing which positively contributes to the wellbeing and quality of life of residents.

In delivering this work, we will:

- Deliver around 78,000 new homes.
- Provide support to the investigation of a range of options for the development of new housing at scale – including urban densification, sustainable urban extensions and a possible garden village.
- Actively encourage the completion of a Dorset wide comprehensive land assessment and review to quickly identify opportunities for growth.²⁹
- Following Local Government Reorganisation (LGR), work with public sector partners in identifying the skills, resources and organisational arrangements they need to deliver the housing and infrastructure required to support economic growth and improve productivity.
- Promote and encourage the opportunity to work with Government partners to reframe 'One Public Estate'³⁰ to enable a more strategic approach to public sector land assembly, master planning and development.
- Promote and encourage greater public sector intervention in the development process (where it will increase and accelerate housing delivery) – this may include work that improves the rate at which sites come forward, reduces development risks and improves viability.
- Help to promote community-led housing in Dorset and opportunities to increase delivery, particularly in rural areas.
- Actively lend support to innovative housing schemes that increase and expand housing choice in Dorset. This will include new approaches to the delivery of affordable housing and older persons' housing.
- Strengthen consultation with all parts of the house building sector locally and regionally to help identify practical solutions to address local challenges to housing delivery and what assistance the sector needs to increase capacity and capability.
- Work with partners to promote opportunities for development in Dorset, raising the profile of the area as a place for good quality house building.
- Promote the importance of well-designed housing, with appropriate infrastructure, including green infrastructure that positively contributes to place making, enhances a high quality of life, facilitates productivity, adds value to the surrounding areas (including safeguarding the creation of new jobs and generating revenue for local businesses) and enhances biodiversity.
- Support the work of partners in formulating strategies for affordable housing and housing for



older people that captures innovative approaches to housing development.

- Work to strengthen relationships with developers, industry training bodies and training providers to identify priorities for local skills training and explore innovative approaches to the delivery of training that best suits the structure of the local house building and construction sector.

Dorset's request to Central Government:

- Following LGR, provide £5 million capacity funding to Dorset's new unitary authorities to drive forward the development of the new local plan, giving greater certainty around the delivery of housing numbers in Dorset.
- Develop a geographical strategic partnership with Homes England, Ministry of Housing, Communities & Local Government and Department for Environment, Food & Rural Affairs bringing greater strategic oversight and collaboration to maximise development opportunities in Dorset.
- Following LGR, explore opportunities with the new unitary authorities to establish a bespoke infrastructure settlement to provide investment for infrastructure delivery, including housing.
- In recognition of Dorset's important environmental assets, work with key partners to enter into a bespoke environment and housing deal for Dorset, which will:

- provide certainty and flexibility of funding to support progressive environmental mitigation and enhancement programmes, and
- enable innovative approaches to deliver high-quality green infrastructure that positively contributes to the creation of places and the well-being of those who live, work and visit Dorset.
- Enhance our Growing Places Fund by £15 million to create an investment fund for short term loans to projects that unlock or accelerate housing development, including green infrastructure (network of natural features within and between our villages, towns and cities), or directly support growth and diversification of the local house building sector.
- Increase levels of affordable housing grant funding in Dorset to enable the delivery of affordable housing, including home ownership schemes at higher levels than have historically been achieved.
- Support the creation of new market towns and a possible garden village in Dorset.
- Provide revenue and capital funding to rapidly expand the supply of construction sector workers to level L3/4 (including career changers) through our partner further education institutions and National Skills Academy provision.

Conclusion

We have set the bar high for Dorset with ambitious, demanding growth plans to double our economic output, create 80,000 new jobs and build around 78,000 new homes by 2038.

This document, a precursor to our Local Industrial Strategy, lays out the building blocks required to achieve our modern industrial vision. We are clear where our challenges and opportunities lie and what we need to do to achieve prosperity now and over the next twenty years.

We have identified the key foundations of our productivity and the sectors which present the highest growth potential for Dorset. For each of these we have outlined specific aspirations, current and planned work and likely outcomes. Instrumental to this work is our funding and support requests to Central Government.

Horizon 2038 is a progressive, compelling document; reviewed annually, it will inform, influence and direct Dorset's economic future.

Development of Dorset's economic strategy – an overview

Foundations of productivity



Grand challenges





dorsetlep.co.uk

01202 962719

 @Dorsetlep