

**DORSET PERFORMANCE AND COMMITTEE MEETING COVER SHEET**

<b>Meeting Date</b>	5 November 2019		
<b>Security Level:</b>	<b>Confidential</b> <input checked="" type="checkbox"/>	<b>Commercially Sensitive</b> <input type="checkbox"/>	<b>Unclassified</b> <input type="checkbox"/>
<b>Paper Title</b>	Delivery Update		
<b>Papers are provided for:</b>	<b>Decision</b> <input checked="" type="checkbox"/>	<b>Discussion</b> <input type="checkbox"/>	<b>Information</b> <input type="checkbox"/>

**Recommendations:**

1. **The Committee to note the projects' update.**
2. **Note the steps Canford Renewable Energy (CRE) is taking to resolve the issue with EA. The Committee is to provide an extension to CRE on the resolution of the issue with EA by January 2020.**

[REDACTED]

[REDACTED]

**1. PURPOSE**

This paper gives an overview of Dorset LEP programme delivery. It is accompanied by appendices, a number of which are classified as confidential, due to containing commercially sensitive information:

- Annex 2: Growth Deal dashboard
- Annex 3: Growth Deal forward plan
- Annex 4: Growth Deal programme overview
- Annex 5: Growing Places Fund – 5-year forecast
- Annex 6: Growing Places Fund – Projects Monitor

[REDACTED]

[REDACTED]

[REDACTED]

**2. SUMMARY/BACKGROUND**

Projects that have not had any significant change since the last report are identified and more information can be found in the Annex 4 – GD Programme Overview

Wessex Fields

Scheme Status - The Wessex Fields scheme was reviewed by BCP Council Cabinet on 30 September 2019. The recommendations were to note that Phase 1.1 is progressing, and Phase 1.2 to progress to the site boundary only. A public consultation organised by BCP Council will be held in November to gauge the public's view as to how the employment site could be developed. The Judicial Review Renewal Hearing in relation to the Planning Application process was dismissed at the High Court on 4 September 2019 and costs awarded in favour of the Council.

Programme - Works in relation to Phase 1.1 commenced in October 2019 and are scheduled to be completed by Spring 2020.

Grant Agreement - The Grant Agreement for the remaining funding for the construction of Phase 1.1 is currently being finalised and will be signed imminently by the interested parties.

Change Request - A Change Request will be submitted by the Project Team to Dorset LEP Board Meeting in November requesting that the underspend on Cooper Dean Widening be returned to Wessex Fields. This will enable the construction of Phase 1.1 to be extended to the site boundary as referred to in the BCP Cabinet Decision.

### Innovation Hub

Dorset Council are progressing a feasibility study whilst in parallel the funding for the scheme is confirmed by partners. The Dorset LEP has offered funding in order to support the completion of the studies.

The concept was presented to the DiT during the inward investment team visit to Dorset on the 17<sup>th</sup> October 2019 as one of the key developments associated with the Enterprise Park. It was enthusiastically received and led to new suggestions of contacts to be engaged in the future programming of the facility.

The project has been presented in outline to the Dorset LEP's independent review team in order to ascertain what information they require to be submitted to ensure they have a robust understanding of the scheme as the investment/ownership/occupation issues appear complex at first sight.

### 5G Digital Testbed (Dorset Digital Pilot)

Following written approval of the Full Business Case for 5G in Aug 2018, the project has been placed on hold due to public concerns regarding possible effects on health. BPC held a Call for Evidence which closed on the 7<sup>th</sup> October and we are expecting the outcomes on the 11<sup>th</sup> November. In the meantime Dorset LEP have been working with BCP to complete a draft grant agreement so we have one ready for signing should the project get the go ahead in November.

A press release had previously been drafted and a ministerial quote gained but due to the time delay and health concerns Dorset LEP are meeting with BCP w/c 21/10 to update so this will be ready alongside the agreement in November.

BCP have been in touch to say that they are considering repurposing £250k of the 5G funds to develop a business case for the wider Smart Place programme. We have requested further details from them as we are expecting this to impact the outcomes and outputs approved by the Board in August. Should a change request be required for the November Board there should not be any additional delays to the project if this is approved as we will be in a position to sign the agreement by the end of November.

A name change from 5G Digital Testbed to Dorset Digital Pilot has been put forward to try and mitigate the risk of raising further public concern over language such as 'testbed' and '5G'.

### Pipeline update

Dorset LEP has launched a Pipeline Lite call in September 2019, targeting 'private sector' partners; 18 applications were received. 5 applications from the Pipeline Longlist (applications originally submitted in 2018) have also been invited to submit updated outline business cases as part of the 2019 call. The independent benefit-cost ratio (BCR) review has taken place in October and a Pipeline Board meeting is scheduled for 13<sup>th</sup> November 2019, to assess the submitted applications, should funds become available.

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## **DORSET GROWING PLACES FUND**

### **UPDATE ON CURRENT ON-GOING PROJECTS**

#### **1) Bionanovate**

Bionanovate is up to date with all interest payments. The new building is now fully completed and is trading, apart from the top floor area which is still awaiting an offer. Bionanovate is also working to gain ISO 13485: provision of medical devices, which will enable them to sell one of their products into the NHS. The business is also working with Boeing that is going through a due diligence process at present with a view to promoting the tripleO product to their global airline clients. Bionanovate is also holding ongoing discussions with additional airline companies to promote the tripleO product. The business is on track with the plan to repay the loan by December 2020.

#### **2) Cobham Gate**

Cobham gate plans to repay their loan in full by the end of 2019, which would indicate an early repayment, due in April 2021. The only remaining issue is now the completion of the transfer of common area due to be executed by the end of October. If this issue is resolved without delays, the repayment of the loan to Dorset LEP can be completed by the end of the year.

#### **3) Hamworthy Bridge**

No project update available as the construction was completed in December 2015. The full loan repayment of £660,000 is due on 28 February 2021.

#### **4) Ultrafast Broadband (grant)**

This project remains a red risk for delivery/time. A total of 1837 premises have now been fully delivered to Customer Ready for Service (CRFS). This is out of overall contractual delivery of 3856 premises. Director/Executive level meetings continue to address performance issues and focus efforts of the remedial plan.

Update on key Dorset LEP sites under this contract:

Dorset Innovation Park site is complete - BDUK deployed infrastructure is now fully CRFS with active service provision, expect invoice this month for £20,833.33

Aviation Business Park BDUK Deployment – Rigby Group consultation was completed in September as expected and Openreach delivery is currently underway on site.

Based on remedial plan it is expected that the project will now complete 9 months behind target completing Q4 19/20 instead of Q1 18/19.

#### **5) Kingston Maurward College**

The build phase of the project is complete and the building has been inspected and signed off by building control for specified use. Play equipment was designed, built and installed and inspected.

The official launch of the building is scheduled for 18 October 2019.

## **UPDATE ON PROJECTS IN pre-DUE DILIGENCE**

### **1) Canford Renewable Energy**

The legal due diligence was completed on 28th June and the contract for a £1,634,000 loan was prepared for signature by Canford Gas on 1st July. The loan agreement however was not fully executed due to a decision of the Environment Agency that the syngas utilised in this technology was no longer considered to meet the End-of-Waste criteria, which has an impact not only on the deliverability of this project but also can potentially affect the whole advanced thermal waste-to-energy sector.

The Environment Agency (EA) is currently undertaking a review of the End of Waste quality protocols, which includes a sector-wide consultation to which Syngas Products/CRE has contributed by providing an 'Industry' response. This will be submitted by the Renewable Energy Association. Please note that the same REA 'Industry' group are considering appointing a Barrister depending on the outcome of the current EA consultation.

During the 9th July GPF meeting, the GPF Steering Group recommended to postpone any decision on this project until 30th September to provide Canford Gas additional time to seek clarification and resolution with EA. This was in line with the decision of MHCLG to postpone their funding allocation on a related project to Syngas Products funded through ERDF.

As of mid-October, there has been no progress on this project. The EA was due to release a consultation document on 19th July but as of the time of writing this report, the document has not been released nor an update from EA was given on timelines.

The Canford Gas management team is in constant communication with EA and is providing feedback to Dorset LEP on relevant updates. Given EA has not concluded their consultation, it is recommended that the Committee considers providing extension to CRE on resolution of the issue as per the recommendation below.

**Recommendation: The committee to note the project update and the steps CRE is taking to resolve the issue with EA. The committee is to provide an extension to CRE on the resolution of the issue with EA by January 2020.**

### **2) DraperGroup**

During the July SG meeting, Paul Draper, Managing Director of DraperGroup, presented the project and the application for a £500k investment to establish a Training and Innovation Centre at the Dorset Innovation Park. The project was discussed by the SG, who recommended to progress the project to due diligence.

The project was to enter the due diligence stage immediately; however, this decision was postponed due to the following:

The business was not able to complete costing and project timelines for the new building at the Chapman Plot due to the delays in receiving the acceptance of their offer for the purchase of the lease of Chapman plot.

The flood risk modelling identified a flood risk zone on the plot, which will potentially add new costs to the project.

As of mid-October, the project was progressed to the due diligence stage to be independently reviewed by Cushman and Wakefield. The due diligence report will be presented to the committee during the next meeting in January 2020.

### **3) Stokeford Farm - Stokeford Renewables Grid Connection**

During the July SG meeting, Will Bond, Owner of Stokeford Farm, presented his project to the Steering Group, requesting a £2.5m investment to build a high capacity underground electric cable connection from the renewable generation source (wind and solar) installed at East Stoke to the SSE substation at Westminster Road, Wareham.

The SG unanimously recommended to progress the project to due diligence following the resolution of two conditions: 1) planning permission is secured and 2) full agreement is reached with the 3rd party landowners for the installation of the grid connection line on their land.

As of mid-October, the project has provided confirmation of receipt of planning permission (condition #1), and has reached verbal agreement on most of the outstanding 3rd party landowners for the installation of the grid connection line on their land. The one outstanding agreement is to be reached with Network Rail.

As soon as these are completed, the project will be able to progress to due diligence and the Dorset LEP management will be updated at the next meeting in January 2019.

### **UPDATE ON PENDING PROJECTS**

#### **1) Camirtec – Bournemouth**

During the July 2019 Steering Group meeting, Carl Mirauer, Director, presented the project to the Steering Group.

The group expressed their continued interest in the project; however, requested that the following conditions are met before a decision whether to progress this project to due diligence is made:

- 1) To secure planning permission,
- 2) To provide further clarity on the delivery of the project:
  - o Management approach to letting of rooms and co-working space/offices
  - o Market research on the demand (including analysis of similar schemes in the Lansdowne area and other areas in Bournemouth town centre)
- 3) To provide further clarity on why this project requires a Growing Places Fund loan.

The project will have one more opportunity to present the project to the Steering Group at a later date once the 3 conditions above are met.

As of mid-October, the business has not secured a planning permission for the project.

### **NEW PROJECTS**

The Committee is to consider 2 new projects during the 5th November meeting. To remind the Committee, the due diligence process for GPF is outline below:

#### **Application and Selection Process**

The application and selection process is designed to be a simple and straightforward two-stage process, allowing Dorset LEP to undertake robust appraisal and due diligence and to safeguard the LEP's interests. Stage 1 is the initial application and stage 2 is the submission of detailed business information as part of the due diligence process. See details below:

#### **Stage 1 – Application**

Applicants will complete the Application form outlining all of the key information relating to the project. The information will be initially reviewed by the Dorset LEP's Investment and Performance Committee against set criteria (see below) to determine the projects to be advanced to the next stage.

- ***Please note that this is where you are now – you are providing recommendation to move the 2 projects below to due diligence.***

<b>Objectives and strategic economic fit</b>	The applicant will have to demonstrate clear and defined objectives for the proposed project that are of recognisable economic / strategic significance, supported by and consistent with established strategies and the priorities of Dorset LEP.
<b>Deliverability</b>	The applicant will have to demonstrate the project is deliverable with realistic milestones, including support from other delivery partners and stakeholders. In addition, the applicant will have to demonstrate considerations given to the project's environmental impact.
<b>Outputs and outcomes</b>	The investment will be measured against proposed outputs and outcomes. Specific focus will be given to outcomes including job creation, job safeguarding, land development, floor space or housing development.
<b>Financial viability</b>	The project should be capable of showing financial viability subject to public sector support from the Growing Places Fund. Also, the applications will be evaluated on the availability of additional public and / or private sector funding which will be leveraged in by the GPF award.
<b>Repayment</b>	The GPF investment should be repayable from the revenue or capital receipts associated with the project and the application will need to demonstrate how and when this will be achieved.
<b>Security</b>	Loans are made on commercial basis and applicants will have to provide acceptable security against the value of the loan.
<b>State Aid compliance</b>	All projects have to demonstrate their compliance with State Aid regulations.

### Stage 2 – Due Diligence

Applications considered by the Committee during Stage 1 will be subject to a thorough independent due diligence process conducted by Cushman and Wakefield. The projects will be required to submit 2nd stage application together with further business information to enable the detailed project appraisals which will determine their suitability to receive Growing Places Funding. Projects must satisfy this process before the Committee will recommend to the Dorset LEP Board to fund any project.

### Funding offer

Following the successful completion of the due diligence process, the funding agreement will be drafted between Dorset LEP and the applicant.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

### GPF financial status

To date, the Fund has invested into 10 projects, 9 of which are loans and 1 is a grant.

Financial progress of the GPF to date:

- £9,446,417 total amount available to Dorset LEP for investment
- £11,694,394 total amount invested to schemes to date
- £6,084,394 total amount recycled/re-invested to date
- £5,836,417 funds currently available for reinvestment (including the Ultrafast grant).

- £3,610,000 current balance on loans issued

### Growing Places Fund Outcomes

The following table highlights the outcomes achieved to date through the Growing Places Fund as per reporting requirements requested from BEIS.

Project Name	Recipient	Total GPF Investment	Funds Recycled	Jobs (created & safeguarded)	Matched Funds
<b>ACTIVE PROJECTS</b>					
<b>Bionanovate, Ltd</b>	Bionanovate, Ltd	£1,700,000	£0	45	£0
<b>Cobham Gate</b>	Glenbeigh Developments Ltd	£1,500,000	£500,000	141	£2,621,000
<b>Hamworthy</b>	Borough of Poole	£660,000	£0	0	£431,000
<b>Ultrafast Broadband</b>	Dorset County Council	£2,000,000 <sup>1</sup>	£0	n/a	£4,585,000
<b>Kingston Maurward Animal Park</b>	Kingston Maurward College	£250,000	£0	0	£50,000
<b>COMPLETED PROJECTS</b>					
<b>Field International</b>	Field International, Ltd	£2,315,000	£2,315,000	50	£2,080,762
<b>North Dorset Business Park</b>	Dorset County Council	£800,000	£800,000	45	£0
<b>Castle Court, Ospray Quay</b>	Weymouth & Portland Borough Council	£500,000	£500,000	0	£150,000
<b>Boscombe Regeneration</b>	Bournemouth Borough Council	£1,194,394	£1,194,394	0	£330,000
<b>Alder Hills</b>	Bournemouth Churches Housing Association	£775,000	£775,000	26	£250,000
<b>TOTAL</b>		<b>£11,694,394</b>	<b>£6,084,394</b>	<b>307</b>	<b>£10,447,762</b>

A 5-year investment plan is attached in **Annex 5**, and a project monitor in **Annex 6**.

### DORSET GATEWAY

An overview of business engagements recorded for the period between 01 April 2019 and 31 August 2019 is presented below in **figure 1**. The 'high intensity' engagement figure includes those businesses taking part in the Dorset NatWest Pre-Accelerator Programme.

Engagement Level	2018/19 (full year)			2019/20 (year to 30 September)		
	No. Businesses Engaged	Target	Progress against target (%)	No. Businesses Engaged	Target	Progress against target (%)
Light touch	679	600	113%	627	900	70%
Medium intensity	219	120	190%	134	180	74%
High intensity	55	60	92%	67	90	74%

**Figure 1:** Business engagements by intensity for period 01/04/18 – 30/09/19.

<sup>1</sup> £1,900,000 is capital and £100,000 is a revenue investment and came out of the interest budget of the GPF.



### Social Media/Website Activity

Page	Unique Page Views	
	Q1 19/20	Q2 19/20
Dorset Gateway Landing Page	273	186
Finance and Funding	93	105
Skills and Training	73	76
Bid Writing	70	64
Support Services	31	37
Misc. (testimonials and articles)	29	26

**Figure 2:** Website – unique page views

For September, a total of 43 **LinkedIn** posts saw 4,351 views covering weekly updates and sharing of posts with Dorset Gateway services promoted.

Key during September included:

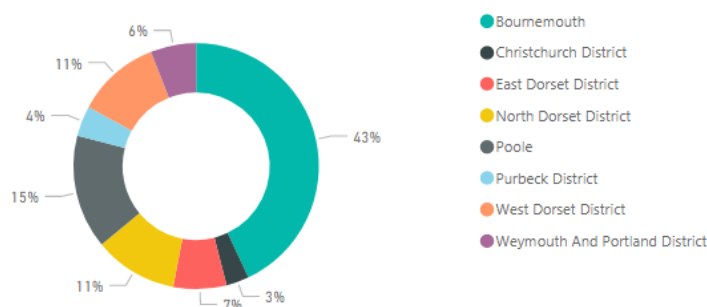
- Working with the Scale-Up Institute to promote their annual scale-up survey and shine a light on Dorset scale-up businesses;
- Working with a number of government bodies on preparations for the next stage of Brexit preparations for businesses – most notably with the Department for International Trade via a series of three 'Get Ready for Brexit' workshops across the county.

Customer satisfaction for the service remains at 100%. 92% of customers are very satisfied and 8% are satisfied.

### National Business Support Line Data

- YTD (01 Apr 2019 - 31 Aug 2019) the National Business Support Helpline has handled 100 enquiries from customers within the Dorset Gateway area. A majority of enquiries have come from Bournemouth based businesses/residents. A full breakdown of enquiries by pre-April 2019 local authority area is provided below.
- Enquiries relating to starting a business (42%) made up the vast majority of enquiries handled by the Business Support Line, followed by business planning (16%), legal advice (15%), HMRC/Tax (8%) and finance/grants (6%).

INBOUND ENQUIRIES BY LOCAL AUTHORITY (YTD starting April)



**Figure 3:** Inbound enquires –year to date (YTD – 01/04/2019 – 31/08/19)

### Bid Writing Support Service (BWSS) key activities:

- The Bid Writing Support Service was used to produce a successful application into the second round of Business Basics funding. The project, 'Scalable Cyber Interventions Accelerating Productivity Practice for SMEs', which is being led by BCP Council and partners have been awarded £223,000 for a trial testing whether the use of an online



tool can enhance productivity of SMEs through encouraging adoption of better digital and cyber security management.

- Year to date, over 230 hours of bid writing support has been provided to Dorset-based businesses/consortia.
- Figures obtained under a freedom of information request from Innovate UK (IUK) shows that whilst the overall number of applications submitted by Dorset based applicants for IUK rose by 37% in 2018/19 compared to the previous year (**figure 4**), the number of successful applications only increased by one. This gives a success rate of 24% or 2018/19, which was the mean average figure for all LEP areas.

2017/18		2018/19	
Submitted	successful	Submitted	successful
40	12	55	13
% of successful bids vs total number submitted			
30%		24%	

**Figure 4:** Number of Innovate UK bids submitted by Dorset applicants versus successful awards. 2017/18 vs 2018/19.

### One Health 19 Conference

On the 6<sup>th</sup> of September Dorset LEP, in partnership with joint sponsor the [SETsquared Partnership](#), held the inaugural One Health national conference at Kingston Maurward. The event signalled the start of a new programme supporting businesses, government agencies and research bodies to devise innovative commercial solutions to global [One Health](#) problems that impact on human, animal and environmental health<sup>2</sup>.

The One Health Accelerator (OHA) which was officially launched, had been used as the vehicle to develop and deliver the conference – a test of how effective the OHA could be in showcasing commercial solutions to One Health problems. The OHA is designed to support collaborative bids to large One Health funding opportunities (e.g. Industrial Strategy Challenge Fund Food Production competitions), to help form the consortiums to go for these bids (providing short-term project management and bid writing support), and to showcase commercial solutions from industry.

The conference was fully subscribed with 100 delegates attending on the day (120 people registered to attend), including those from key support agencies, such as the national Agri-centres ([CIEL](#), [CHAP](#), [Agrimetrics](#) and [Agri-EPI](#)) and [Innovate UK](#).

The conference is in line with Dorset LEP's Horizon 2038 aim to establish a One Health Accelerator (OHA) and with the emerging themes in the Dorset Local Industrial Strategy. The longer-term delivery objectives of the OHA are:

- Generate up to £25M in one health related funding opportunities by 2026 and £100M by 2038, with a clear benefit to Dorset, the Great South West Region and national business/anchor institutions.
- Support 40 new businesses to set-up/relocate into Dorset and/or work with Dorset anchor institutions by 2038.

We are currently collecting feedback from those who attended but the anecdotal evidence that we have received has been very positive. A further One Health: Aquaculture Expo is planned for March 2020 in partnership with national centres, the Department for International Trade, businesses and other key stakeholders.

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<sup>2</sup> The 'wicked' One Health problems include: food supply, quality, security; climate change, environmental pollution, foodborne pathogens/disease, and antimicrobial resistance, etc.

## DORSET INNOVATION PARK

### Finance and Governance

The Dorset LEP EZ Committee Terms of Reference, job profiles and recruitment advert for three additional Committee members have been drafted. The EZ Committee Chair has been nominated from the LEP Board.

There has been no approved Dorset LEP spend this quarter while the new governance and financial activities are being created.

### Business interest summary (to end August 2019)

Stage / Type	Plots	Quadrant units	Chesil House	Other (Weatherford/land)	Total
<b>Interest</b>	15	8	3	1	<b>27</b>
<b>Heads of Terms</b>	0				<b>0</b>
<b>Legals /Draft Lease</b>	1	1	0	0	<b>2</b>
<b>Full Lease /purchase</b>	2	0	0	0	<b>2</b>
<b>LDO Planning Approval</b>	2				<b>2</b>
<b>Construction</b>	1				<b>1</b>
<b>Moved In</b>	0	12	4	1	<b>17</b>
<b>Moved out</b>	0	1	0	0	<b>1</b>
<b>Rejected / lost</b>	6	16	2	1	<b>25</b>
<b>Appeal</b>	1	2	0	0	<b>3</b>

Active interests = 27 (- 7)

Captured interests = 17 (+2)

### Business Development

Success has continued at Dorset Innovation Park in the meantime, with the arrival of one more SME to the Quadrant:

– Draper Group, Units 4 and 5 (Draper Group are also in final negotiations to purchase Chapman Plot, but required a temporary space for their business, which the Park was able to accommodate at the Quadrant).

Norco's application through the simplified 28-day LDO planning process was approved Friday 5<sup>th</sup> July and Dorset Council has now received the land sale income. Construction of the building is well underway.

Tradebe Inutec, located on the Enterprise Zone but currently outside the LDO area on the Magnox decommissioning side of the fence, also has a planning application for a new 724 square metre processing building, which will also be eligible for EZ business rate relief, and is due to be approved in the autumn.

### Marketing and Communications

The new Enterprise Zone web page was launched in July, and is being constantly improved to target the external national and international market.

The EZ Manager and Dorset inward investment team hosted an inward investment visit by 16 members of the DIT AEM Investment Services Team and DIT Sector leads 16-17 October. The agenda involved a networking evening for businesses at the RNLI 16 October, followed by presentations the next day on emerging Dorset themes, gaps and opportunities for inward investment, and a visit to Bournemouth Aviation Park to meet with Rigby Group and Gama

Aviation. The team were impressed with 'Dorset's hidden AEM secrets' and all agreed Dorset has an impressive offer for foreign investors.

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## **CAREERS AND ENTERPRISE COMPANY – ENTERPRISE ADVISER NETWORK AND CAREERS HUB**

### **Enterprise Adviser Network**

- The pan Dorset EAN has successfully engaged 69 schools and colleges with 49 matched to an Enterprise Adviser
- The network is supporting by 3.5 FTE Enterprise Coordinators based in local councils
- The 2019 CEC State of the Nation report sees an average achievement of 3.2 benchmarks achieved across Dorset schools and colleges.

### **Careers Hub**

- Dorset has secured additional CEC funding and resource to form Careers Hub which will offer enhanced provision to 40 schools and colleges within the network
- Careers Hub activity will be supported by existing Enterprise Coordinators, a new dedicated Hub lead and an additional Enterprise Coordinator to cover Weymouth & Portland
- The Hub will develop a Cornerstone Employer Community, bringing together local employers that commit to supporting the agenda.

### **Hub targets for 2019/20 are:**

<b>Measure</b>	<b>Outputs for the Dorset wave two Careers Hub</b>
<b>Hub status</b>	<ul style="list-style-type: none"> <li>• Hub Lead in post by the 2<sup>nd</sup> September. Should a Hub Lead's start be beyond this date agreement must be sought from your Regional Lead.</li> <li>• Hub Enterprise Co-ordinators to be in post by 2<sup>nd</sup> September. Should an Enterprise Coordinator's start be beyond this date agreement must be sought from your Regional Lead.</li> <li>• 40 schools and colleges engaged with the Hub</li> <li>• 100% Hub schools and colleges matched to an EA</li> <li>• All Hub School/Colleges completed Compass termly</li> <li>• All Hub Schools/Colleges with a careers plan in place (as evidenced by Tracker)</li> </ul>
<b>Gatsby Benchmark 5 progress</b>	<ul style="list-style-type: none"> <li>• 75% of Hub institutions fully achieve the benchmark by the end of the 2019-20 academic year</li> </ul>
<b>Gatsby Benchmark 6 progress</b>	<ul style="list-style-type: none"> <li>• 60% of Hub institutions fully achieve the benchmark by the end of the 2019-20 academic year</li> <li>• The remainder of the cohort (up to 40%) are at least partially achieving benchmark 6.</li> </ul>
<b>Future Skills Survey</b>	<ul style="list-style-type: none"> <li>• Lead schools/colleges plus four other schools or colleges in the Hub to work with us to pilot and refine Future Skills to create a national baseline</li> </ul>
<b>All benchmarks</b>	<ul style="list-style-type: none"> <li>• At least an average of 4 benchmarks fully achieved across all Hub schools and colleges by the end of the 2019-20 academic year</li> </ul>