



Dorset Local Industrial Strategy

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CONTACT:

DORSET LOCAL ENTERPRISE PARTNERSHIP

Lorna Carver

Dorset Local Enterprise Partnership Director

6th Floor, Poole House

Fern Barrow, Poole, Dorset

BH12 5BB

Tel: 01202 965072

E-mail: lcarver@bournemouth.ac.uk

Website: www.dorsetlep.co.uk

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DORSET LOCAL INDUSTRIAL STRATEGY

FOREWORD

(To be written by HMG on behalf of Secretary of State)

EXECUTIVE SUMMARY

Dorset: Living better, high performing and naturally collaborative.

Dorset is an exemplar of sustainable coastal living where new ways of living and working are tackling climate change head-on and where 'a way to age' that's fit for the 21st century forms a key economic and social opportunity. Dorset has all the advantages of a highly self-contained location with a simplified governance landscape, and includes the newest emerging City Region in the UK alongside vibrant, largely rural surrounds. Dorset is evolving, innovating and accelerating its economy through:

1. **Driving new industrial opportunities** via a unique cluster of high growth sectors, including health and social care; agriculture and environment; defence and security; and, creative and cultural sectors.
2. **Sustaining and expanding growth in existing industrial strengths**, including advanced engineering and financial services.
3. **Extending economic, social and environmental positive impact** across all communities (of place, interest and business).

By creating an integrated population of dynamic businesses with resilient supply chains, Dorset is 'collaborating to compete': doing things better and doing better things. Dorset wants to protect and enhance its unique environmental and cultural heritage whilst boosting the wellbeing of its businesses and workforce. By turning a demographic challenge into an economic and social opportunity, building conditions for sustainable growth and higher social wellbeing, this Local Industrial Strategy (LIS) promotes investment in productivity-driven activities and assets.

Moving at pace over the next decade to drive forward test-bed ideas and industry growth through a collaborative cluster approach. Using innovation and new market opportunities from this activity to drive overall productivity growth alongside priority targets across the five foundations of productivity.

By 2030, Dorset will be:

- Using a **One Health** approach as a basis to age well and live sensitively in the environment. Dorset will be the UK lead for One Health and the Aquaculture capital of the UK.
- Using opportunities of new technologies in security, lead a revolution in **defence innovation and security**. Dorset will be a key defence hub for the UK, and a leader in defence tech and commercialisation.
- Leading a **digital and cultural transformation** across all communities.

In achieving these ambitions, Dorset will also:

- Build a culture of innovation and embed a strong innovation eco-system across all industries
- Create a smarter and more productive workforce that produces more with fewer resources.

- Develop a genuinely smart place that is well-connected, allowing people to interact both in person and digitally. A place that is energy resilient, utilising local renewable energy sources.
- Build national and international recognition as a 'total business environment' – combining new levels of support, leadership and skills alongside a collaborative business approach which inspires sustained growth, ambition and success in a great place to live.
- Create an exemplar coastal city region for 21st Century seaside towns and coastal communities.

INTRODUCING THE DORSET TOTAL PLACE APPROACH

A Total Place approach for future prosperity

Dorset's Local Industrial Strategy represents an exciting and ambitious plan designed to pursue the dual objectives of enabling the region, as a whole, to:

- Achieve a significant and sustained increase in productivity within environmental limits
- Allow all communities to contribute to and benefit from the increased prosperity

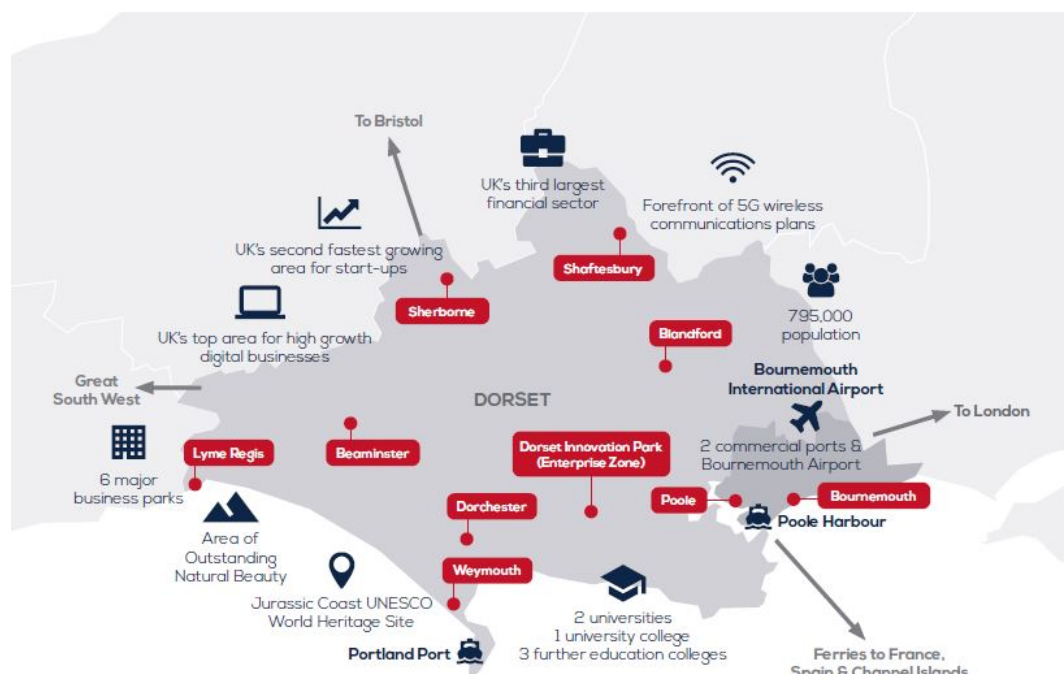
This *Total Place* approach targets new opportunities for the region whilst building on social, environmental and economic foundations to strengthen the resilience and progression of the region alongside its national and international partners.

It is a strategy that defines a pathway to new growth, agreed by all regional stakeholders. This is an inclusive approach, building on sustaining existing sector growth, strengthening the competitiveness of the region's diverse business base and increasing levels of collaboration and inclusion.

- Identifying drivers of future growth
- Defining how opportunities can be supported to drive productivity and prosperity gains
- Outlining how collaborative implementation will underpin a *Total Place* approach
- Creating priorities within the five foundations of productivity to underpin ambition

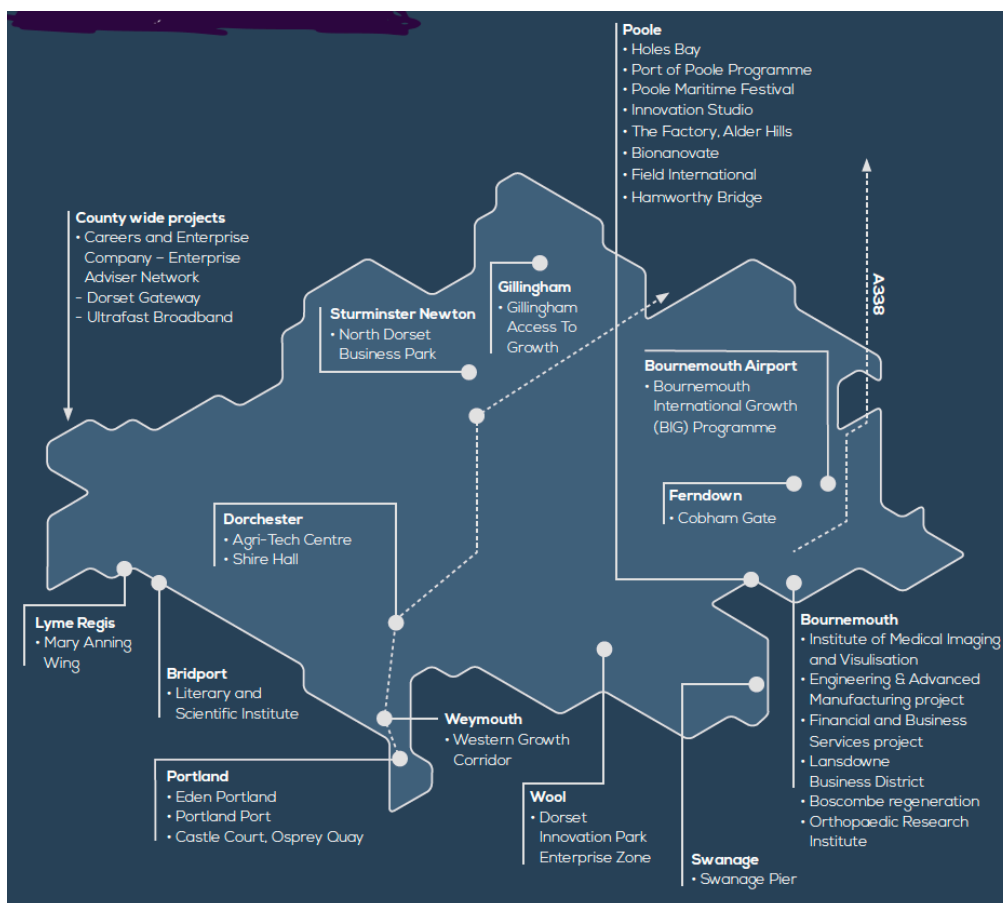
It is a strategy that builds on Dorset's strengths and achievements.

Significant natural and built assets across Dorset include:



Dorset's Achievements

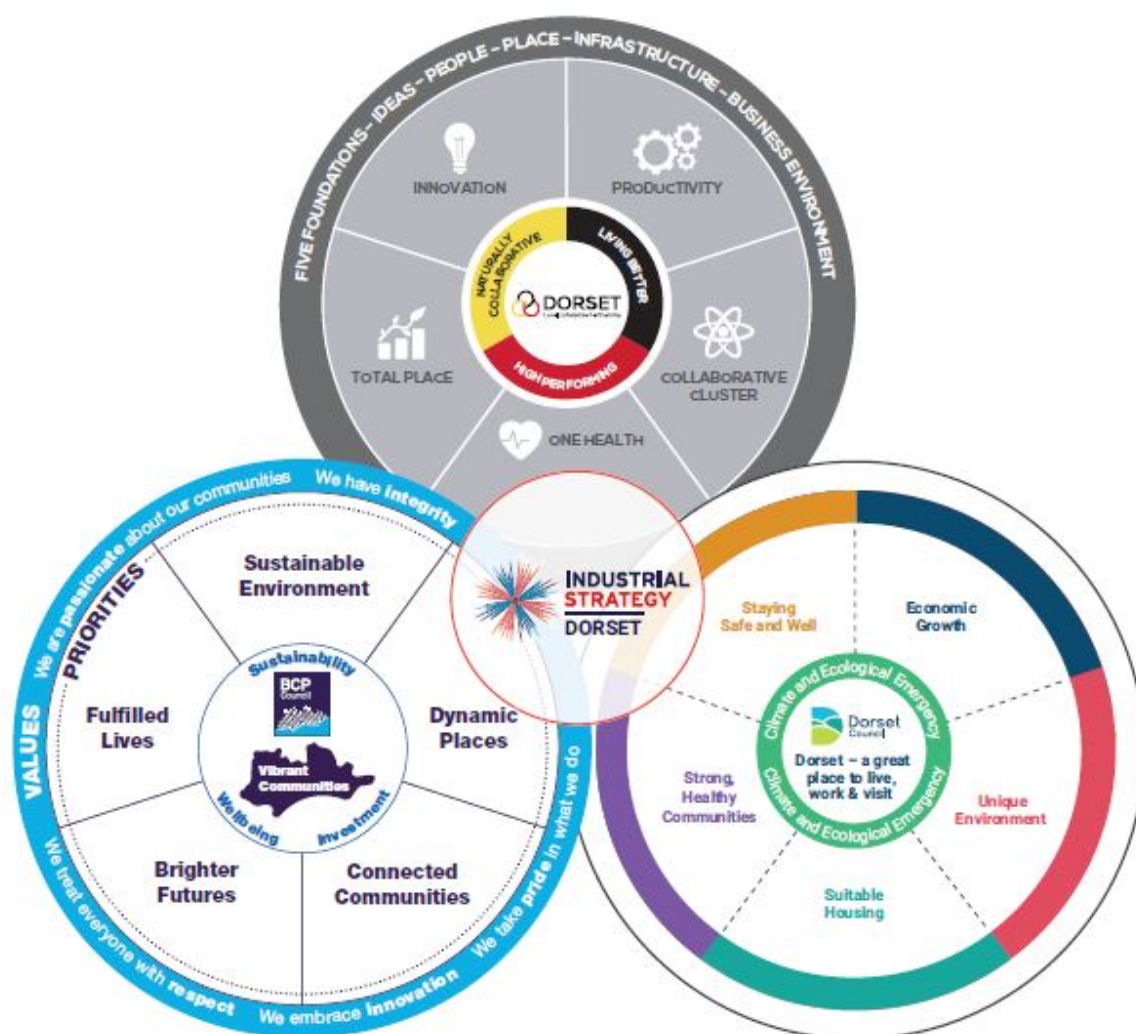
Dorset's lead organisations from the public and private sector are already progressing a range of initiatives that will build the economic performance, resilience and inclusivity of the region



The Dorset Local Industrial Strategy (LIS) brings together these strengths and achievements alongside a collaborative approach to implementation. This strategy also presents the first opportunity to articulate the shared 'total place' economic ambition for Dorset - developed on the platform of the 2019 local government reorganisation. This was the most complex Local Government Review in 45 years and the first unitarisation in the UK for a decade, creating the new unitary councils of Dorset and Bournemouth, Christchurch and Poole (BCP). The Dorset Local Industrial Strategy is designed to complement emerging strategies and plans across the region, including strategic infrastructure and planning led by the unitary authorities. Both councils are clear about their priorities and ambitions, driving growth and productivity – creating a first class, sustainable environment for living in the context of climate change and ageing demographics.

This is a *total place* approach which maximises the benefits of simplified governance across 1 Local Enterprise Partnership, 2 unitary councils, an innovative Dorset Integrated Health Partnership and a highly collaborative business community, that enables strategic leadership, test-bed innovations, pace and effective delivery mechanisms.

Dorset has taken a different approach; it is a collaborative 'super-power' - big enough to be strategic, yet small enough to allow new practices, innovation and 'thinking outside the box' in a supportive and dynamic atmosphere where the whole really is more than the sum of its parts.



Dorset is diverse enough to have the potential for cross-sector integration, yet contained enough to yield and promote transferable results; sustained and sustainable development through productivity growth and the creation of new forms of value. It is a distinct 'test-bed for change' addressing many of the challenges faced by the socio-economic and environmental world of the 2020s and beyond.

The Dorset LIS responds direct to Government priorities and targets in particular areas of industrial strategy, notably¹;

- **UK Healthy Ageing Mission:** For people to enjoy five more years of healthy, independent living by 2035 while narrowing the gap between the experience of the richest and the poorest.
- **Transforming food production:** Creating more resilient, healthier, sustainable sources and management practices.
- **UK Defence Innovation Priorities** and delivery of the **2019 Defence Technology Framework, particularly in the AI, machine learning, data and autonomous systems technology families.**
- **The Government's 25 Year Environment Plan** and proposed Environment Bill to support the UK 2050 net zero carbon target - prioritising action across improvements in clean air, clean and plentiful water, thriving plants and wildlife, using resources from nature more sustainably and efficiently, minimising waste, mitigating/adapting climate change and enhancing beauty, heritage and engagement with natural environment.
- **Supporting UK creative industry growth** through the growth of creative centres as home to clusters of world-class creative businesses, Dorset will support the UK to achieve a 50% growth in creative industry exports, a GVA of £150bn and 600,000 new creative jobs all by 2023.
- Accelerating delivery of **the UK Fibre Programme** in urban communities, towns and 'hardest to reach' rural communities.

Dorset is extending the boundaries of collaboration - with close working across neighbouring Local Enterprise Partnerships and areas with complimentary sector and cluster strengths. There's a particular focus on the emerging Great South West² opportunities - *green, smart and connected* - all of which align with Dorset ambitions and support an enhanced approach to impact and delivery. There is also a strong alignment through Innovation South, particularly emerging specialisms in health and other key innovation opportunities such as 5G, cyber security and advanced engineering.

Dorset has all the advantages of a highly self-contained place, including an emerging coastal City Region with functional links to vibrant, largely rural and coastal surrounds, a place where the productivity and prosperity of its people can be delivered within a first-class environment.

ECONOMIC CHALLENGES³

Dorset's drive is to raise its productive and competitive performance in order to build a more strategic economy by the 2030s, taking advantage of the global Industrial 4.0 revolution⁴.

Dorset has a population approaching 800,000 people, over 30,000 businesses and an annual economy worth some £17 billion. Key strengths include a strong asset base, such as the outstanding quality of the environment, ports and airport infrastructure; significant research strengths in local higher education institutions; and sector strengths which include advanced manufacturing and engineering, health and social care, financial and professional services, agri-environment sectors, tourism and creative industry related sectors. It has characteristics that are typical of southern England and others that are distinct. It has relatively full employment but weak productivity (levels and growth).

Productivity in the DLEP area is below average and the gap to the UK average remains persistent (an 'output gap' of some £2.5bn p.a.). It is differences in firm-level productivity – rather than industrial structure – that mostly explain the differences at a regional level. The Dorset LIS will focus on raising the competitiveness of its business base. Overall, income statistics reflect an economic area with a reasonable underlying performance but poor forward momentum. The LIS also needs to target an improvement in the growth of absolute and relative living standards in the years ahead.

Dorset is an area exhibiting many of the 'problems of success':

- Advanced in demographic ageing
- A wide range of wealth and inclusion
- Shortages on skills replacement and renewal
- A difficult housing affordability issue
- In need of updated and expanded infrastructure – whilst delivering against a commitment to carbon neutrality.

It is the evidence related to the local labour market and overall population that gives most cause for concern in relation to Dorset's future economy. **An ageing population is Dorset's own grand challenge - Dorset has the oldest population and lowest proportion of under 50's, anywhere in the UK.**

- By 2025, almost 40% of the Dorset population could be over 60 (compared with under 25% in England).
- BY 2035 Dorset will face a potential vacancy replacement of half its current workforce – over 100,000 employees.
- By 2040 it will have a dependency ratio of 1 (that's one person working for every person of pensionable age).

The ageing challenge will have economic implications for Dorset sooner than other places – and at a significant scale. Dorset has the opportunity to test responses to ageing for both better outcomes for people and to harness this challenge into an economic strength.

Whilst automation and digitisation are expected to have an impact on future labour demand this is highly uncertain and is not expected to be marked (in comparison to elsewhere) for the DLEP area in aggregate terms, and certainly not enough to be the only solution for the labour market 'perfect storm' ahead.

These socio-economic factors are strongly reflected in issues for the local housing market. Dorset Council areas have the lowest home ownership rates (just 15.8%) for 24-35 year olds in the country. In Christchurch and Dorset, average house prices are an astonishing 13 times average salaries.

At a headline level, the evidence indicates the following key challenges to inclusive productivity growth across the five foundations of productivity:

- Ideas: Poor levels of innovation across the Dorset business community.
- People: Dorset's 'demographic crunch'.
- Infrastructure: Amongst the top most-congested areas in the country with lack of overall connectivity (physical and digital) in many communities.
- Business Environment: A 'long tail' of less productive businesses and untapped potential for productivity growth in key clusters.
- Place: Uneven benefits of prosperity growth across disadvantaged individuals and communities.

RESPONDING TO THE UK **GRAND CHALLENGES** AND FUTURE DEMAND

Across Dorset, there is widespread recognition that large-scale transformation is required to meet the grand challenge of **healthy ageing**. The challenge in Dorset alone is stark, with a potential dependency ratio of 1 in less than 20 years. This is impacted by the global trend of ageing, with all areas predicted to increase their over 65 population by around 50% in both urban and rural areas between 2016 and 2039. However, increases in *healthy* life expectancy have not kept pace with increases in life expectancy. Whilst this will present highly significant social issues – it also represents both a challenge and opportunity from a supply-side perspective. There are strong foundations across health and social care in Dorset from which to grow future opportunity.

Public and private organisations across Dorset and beyond have been working together to understand the future demands of health and ageing – and the alignment with the **clean growth** challenge of meeting population shifts in an environment of global climate change. Given the importance of the environment across Dorset, considering the linked global demands of both population and climate change have cemented a 'One Health⁵' focus. There is real economic potential to build-on the developing specialisms and expertise in Dorset across both ageing and clean growth. Dorset is already responding in key new technologies and emerging high value sectors (supply) and in aspects of social living and care (demand). Research, such as that at European Centre for Environment and Human

Health at Exeter University is quantifying the link between health success and costs with the quality of and access to the natural environment.

Linked to the national ambition to put the UK at the forefront of the **AI and data revolution**, Dorset similarly has recognised the demand to focus on new solutions for the AI/data challenge, including autonomy, augmented and virtual reality, AI, machine learning and digital communications. Whilst the opportunities here are broad and underpin a more ubiquitous platform for technological advances across industry, the Dorset response is focused on its use across One Health solutions, new innovations in defence and security underpinned by a creative tech sector continually developing these applications in a commercial environment. In terms of infrastructure investment, partners across Dorset are already investing in the creation of genuinely smart places – developing an 'IoT⁶-based' platform and ubiquitous digital infrastructure to support new innovation

THE DORSET OPPORTUNITY

Dorset's drive is to transform its productive and competitive performance. By creating an integrated population of dynamic businesses with resilient supply chains, Dorset will 'co-operate to compete' - *doing things better and doing better things*.

By adopting a total place approach, Dorset's focus is to drive up productivity and competitiveness whilst building inclusivity and releasing natural capital. Unlocking the benefits of a new local public sector landscape and emerging city region, combining focus with agility and strong co-ordination to respond at pace to the changing political and economic conditions of the UK and beyond. The UK's grand challenges of ageing and clean growth form both an industrial and inclusive growth opportunity for Dorset - driving clusters of opportunity and collaboration.

The shared goal across all partners is that in 10 years' time Dorset has transformed productivity-led growth and prosperity across the region. This will be driven by:

a) Total business:

- **Enables and accelerates a dynamic 'new growth' cluster:** Dorset does not have clear, dominant industrial anchors but does have a healthy spread of activities that give it resilience. Economic success for Dorset is about integration of techniques, technologies and talent across a range of activities that can inform the wider economy. Building on current successful collaborations the Dorset *total place* model is centred around a **collaborative cluster**, rather than a traditional sector or place approach. This allows us to recognise collaborative capabilities through the integration and cross-fertilisation of ideas between businesses, the public sector, technology and the workforce (including skills and education).
- **Supports resilience and growth within existing sectors:** Underpinning the areas of cluster specialisation are economically significant sectors which in some instances also form a critical **supply chain**, including financial and professional services, advanced manufacturing and engineering, food production and tourism.

- **Increases competitiveness across the wider Dorset business stock:** The evidence is clear that we need to target firm-level productivity – rather than industrial structure – if we are to have a productivity impact on our economy. Therefore, underpinning this approach is a focus on unlocking productivity opportunities for businesses of all sizes who have the potential to improve their productivity.

Activity will be focused on productivity-based outcomes rather than inputs and underpinned with a priority on collaboration and knowledge transfer. Areas of collaboration have been identified based on a comprehensive evidence collation and analysis. These are clusters of deep expertise and specialisation, especially in key new technologies and high value sectors (supply) and in aspects of social living (demand). In particular they respond to an increasing global demand across solutions to the effects of climate change (clean growth), a positive approach to the ageing demographic and, underpinning Industry 4.0, new ways of utilising technological advancement, particularly in relation to digital and satellite technologies and the impact on use of artificial intelligence (AI) and data.

A key element of this emerging collaborative cluster is the importance of fibre and mobile based **digital infrastructure** across all areas of the Dorset geography. Whilst physical connectivity remains a priority – it is the opportunity to innovate and test new technology solutions that form a key opportunity for productivity-led growth.

This comprehensive drive to boosting new growth, sustaining existing growth and building competitiveness will support the dual objectives of raising aggregate productivity whilst establishing the platform on which future ambition can be built. Dorset aims to be **'future ready'**.

b) Future Ready:

A smart approach to place shaping: Dorset is serious about investing in technology as a means to improve productive, clean growth. As the local population increases – both through in-migration and through increased life expectancy – increased pressure is felt on local transport systems, healthcare, housing, energy, communities and the environment. There is also reducing resource available to deliver these services. The combination of increasing demand and reducing resources mean that the breadth and quality of services residents and businesses access may suffer in the future. Through the development of a Smart Place ecosystem⁷ Dorset is harnessing the power of co-operative delivery, innovative business models, smart technology and optimised use of data and analytics to help meet this challenge. It takes a 'place' approach, rather than a Local Authority approach, and empowers collaboration with communities, public sector, voluntary sector, academia and businesses, and has a transformational impact on how people can live their lives and how companies do business. In 2020, BCP Council will work alongside Dorset Council on developing a major Smart Place Investment Plan that will subsequently be used to attract significant private sector inward investment of up to £1bn for the Dorset area to create a Smart Place, implementing associated digital connectivity and technologies.

Talent attraction, realisation and retention': A skilled and positive labour market are critical factors of success. As well as the more obvious economic opportunities

articulated in the LIS, such as the areas of emerging specialisation in the collaborative cluster and supply chain, the quality of the Dorset environment (and ways of living to enhance this environment) as well as a cultural 'excellence' programme attractive to a wider variety of communities (age, wealth, taste) will underpin any talent attraction programme – and encourage more people to stay in or come to Dorset to pursue a great career *and* quality of life. This is about **attracting** new talent to Dorset; **realising** local talent – especially those marginalised and furthest from the labour market; and, **retaining** local talent.

Building a new perception of the Dorset brand: based on real, ethical change in connectivity, competence and cohesion. Developing key areas of strength and specialisation to support improved marketing of the inward investment offer.

Dorset residents, in communities and in business, value their living environment as a source of short-term amenity and long-term wellbeing, as well as a driver of economic value. The Dorset LIS will ensure that all investments fully consider environmental impact and community cohesion. This is a fusion between economic growth, the demographics of the community and environmental conservation. As demonstrated by the evidence base, Dorset believes the potential conflict between economic progress, an ageing population and environmental conservation can be resolved. This is about '**changing cultures**'.

c) Changing Cultures:

Achieving 'a way to age' fit for the 21st Century: Harnessing the Dorset demographic crunch into an economic strength. Unlocking the significant talent of older communities into the economy and realising ageing as a catalyst for technological advancement. Enhancing career opportunities in health and social care as the sector evolves in an exciting future that sees new investment and innovation. Recognising the importance of 'ageing well' and building-in 'design for life' as a value system underpinning the whole Dorset approach.

Tackling the climate and ecological emergency head-on: Dealing with the implications of climate change 'head-on' and taking a proactive approach to environmental and biodiversity 'net gain' in all future developments. Unlocking the economic value of Dorset's natural capital – and thinking more innovatively about the better utilisation of the environment in areas such as tourism and health. Net gain should not be thought as a restriction on appropriate development, but rather as a means of ensuring the underlying asset base upon which future development, health and prosperity is built, will not be eroded. Natural capital is a common asset and should not be used by just a small section of society without a return on that investment back to the common resource.

Dorset will pursue its priorities for more sustainability by encouraging ideas in low carbon technology and materials science. It envisages a marriage of history/heritage with conservation/ preservation through a circular approach to the economy, culture, energy and materials science and technologies.

Launching a programme of Creative and Cultural Excellence: Unlocking Dorset's cultural assets and the creativity of its people, and linking these opportunities more

directly to the local economy. Dorset's cultural assets being used to better promote the place and enhance quality of living for all current and future residents.

CASE STUDY

Lansdowne Business District

BCP Council is running a Smart Place Pilot to inform its Smart Place Programme. It enables BCP Council the opportunity to conduct initial 'use cases', trials and for partners to create new Smart Place applications. These will pilot new connectivity technologies, engagement programmes and business models, learning about associated costs, benefits and risks to drive innovation in our priority industry sectors, increase productivity and the number of high value digital jobs, and inform a potential future Smart Place programme at scale. Alongside its planned revamp and transformation into a next generation commercial business centre, Lansdowne is set to become an epicentre for one of the UK's fastest growing digital economies, where ideas, innovation, technology and enterprise flourish.

THE DORSET COLLABORATIVE CLUSTER

Dorset Collaborative Cluster



The Dorset Collaborative Cluster is underpinned by an emerging 'eco-system' which underpins the strength of the opportunity for the UK and beyond. Whilst some aspects of the eco-system are well-developed, others need further work and investment to gain maximum economic impact.

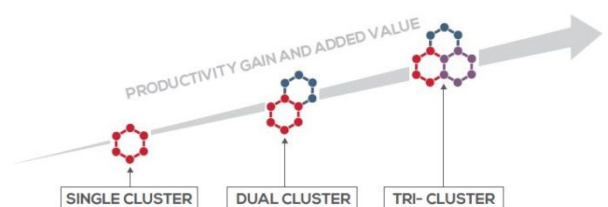
The Dorset approach:

Dedicated **single cluster activity** – i.e. a bespoke ecosystem supporting the cluster (e.g. specific defence assets).

Collaborative '**dual cluster**' activity – i.e. where there is cross-over between two elements of the cluster (e.g. utilising gaming tech/innovation into defence).

Sweet spot '**tri-cluster**' activity – i.e. where all elements gain maximum value and productivity in an international market (e.g. digital innovation in health - using creative innovation

- leading to improved outcomes for older people through better nutrients/exercise, with potential for manufacture of product in Dorset and underpinned by data security); taking advantage of full value chain for best **productivity gains**.



One Health

Leading a combined approach to the healthy ageing and clean growth challenges through a 'One Health' approach to achieve the best, cross-generational health outcomes for humans, nature and the environment with organisations working together to revolutionise future living in Dorset.

1. Positioning Dorset as the UK lead for One Health.
2. Developing 'accelerator centres' for human, animal/nature and health innovation and testing:
 - a. Human Health Institute (Living Lab)
 - b. One Health Aquaculture Capital of the UK

LEADING 'ONE HEALTH' FOR THE UK

The health-based interrelation between humans, nature and the environment, including the interdisciplinary working required by industry, academia and Government agencies to tackle these challenges in a holistic way, is something that Dorset is already beginning to excel at.

Dorset is acting as the nucleus of a **One Health Innovation Accelerator**. Given the absolute significance of the ageing demographic in Dorset alongside the importance and scale of the natural environment and key assets such as Poole Harbour and Portland Port, the One Health cluster is a unique situation for Dorset to develop new economic opportunities on the basis of a particular supply of situation and assets.

The Dorset One Health Accelerator is underpinned by clusters working together to tackle the linked issues of human healthy ageing/living and clean growth, which encompasses animal health and the 'health' of our environment – addressing climate change, loss of biodiversity and the quality and sustainability of food production.

To support the acceleration of the One Health agenda, the education and research assets within the region are on a rapid trajectory of growth⁸. Dedicated research and teaching institutions are specialising across the One Health spectrum, including specialist institutes in clinical and applied science, bio-mechanics (musculoskeletal), digitisation of health responses and dementia, as well as energy science, conservation, ecology, agri-tech and aquaculture sciences.

The manifestation of the **human health** cluster has been led since 2017, by the strategic leadership of the Integrated Care System (ICS)⁹. Dorset ICS is leading on myriad of innovation schemes, including an integrated approach to pathology and digital support packages. This is complimented by a wider innovation ecosystem across the county which is addressing the challenge of an ageing population. The health cluster is also working in collaboration with partners in the Wessex area, including the National Institute for health Research funded, Wessex Applied Research Collaboration¹⁰.

Partners across Dorset have been actively developing specialisms in the wider agriculture and environment cluster including but not exclusively underpinning One Health, particularly in areas of agri-tech, rural productivity, environmental

technologies and strategic activity aligned to the work of the Great South West¹¹. Access to nature both through connections, particularly for deprived neighbourhoods, and inclusive nature-based activities that have measurable benefits for health and social care, supporting population health and related staff productivity. Further, One Health provides opportunities for more sustainable and sensitive economic development such as for extending the tourist season and providing high quality green space or urban green infrastructure.

ECO-SYSTEM ENHANCEMENT

To ensure that the Dorset Collaborative Cluster Eco-System is having most impact, there are areas of support requiring additional investment and activity. Providing the right innovation infrastructure, skills focus and business support are key enhancements required to continue to drive the opportunities across One Health.

ACCELERATING ONE HEALTH - HUMAN HEALTH LIVING LAB

Infrastructure and assets related to health and care across Dorset tend to be dispersed across wide areas. Although there is increasing collaboration across health organisations through the ICS, a focus of activity in a centrally-located area will have a profound impact on the ability to increase levels of innovation and specialisation – particularly linked to the increasing demands of healthy ageing in Dorset.

- Plans are already underway to develop a **One Health: Human Health (OA:H) Campus** in the BCP area, with an initial investment of over £5 million. This wider initiative will integrate health facilities - research, business and public services - through proximity and agglomeration for research, trialling and delivery. Dorset partners include Bournemouth University's proposed Medical Academy and its work with a range of other bodies such as Research Active Dorset, Wessex Academic Health Science Network, DLEP's Health Deal, and a possible Living Laboratory Science Park. Bournemouth University and the Dorset Clinical Commissioning Group (on behalf of the Integrated Care System) have signed a memorandum of understanding to build on their established partnership working. This will secure greater shared working across the component parts of the health care system to ensure research and education partners are best placed to develop the professional practice of the future.
- **R&D excellence:** NHS, University (Research Active Dorset, Bournemouth University, Arts University Bournemouth, universities across the Great South West region and those from within the SETsquared Partnership), WAHSN, ARC Wessex and industry collaborations.
- As part of the work to develop an improved business environment to support the One Health Accelerator, Dorset will be actively reducing barriers to SMEs developing health and social care products through a dedicated **Investor Academy** (Dorset & London) / Global Hubs: USA AFRICA & ASIA.
- Harnessing investment to develop **digital health capacity**.
- Development of an **investment fund** to leverage more private investment, enabling growth of related industries.

- **All the talents – skills focus:** The One Health cluster will form a key part of the market-demand talent stimulation programme outlined in the emerging **Dorset People and Skills Plan**¹².
- **Health & Social Care:** Whilst there is strength and growth in the health and care cluster, underpinned by specialist education and research, attracting more people to work in health and care related sectors remains challenging. This is one industrial cluster where automation and digitisation, whilst making huge technological impact, will always require human capital to deliver. Currently, the sector is struggling to recruit into roles. Part of the One Health cluster will focus on modernising social care professionalisation.

ACCELERATING ONE HEALTH - THE ONE HEALTH AQUACULTURE CAPITAL OF THE UK

There are a number of aspects to the nature and environmental elements of One Health, from the increased use of innovation and technology across the agri-tech sector (from soil care analysis through to satellite data modelling and feed utilisation); sustainable land management (including diversification into nutrient capture and green tourism); through to wider environmental technology, conservation and ecology work (such as innovation in waste management and pollution elimination exemplified by recent innovations on BCP Council's Seafront Environmental Innovation Centre).

As an initial focus to further the One Health cluster opportunity, the following areas of priority are targeted:

- To build a **One Health: Aquaculture (OH:A) Campus** at Kingston Maurward College Campus, further enhancing the existing Dorset Agri-Tech Centre¹³, as an industry accelerator to make Dorset and the Great South West region the clean growth aquaculture capital of the UK. By 2038, for the region to be providing a recognised globally leading clean growth aquaculture offer in terms of food production (UK consumption and global export), investment opportunities, innovation and R&D excellence.
- **Innovation:** Close association with national Agri-centres on One Health, e.g. from the Centre for Innovation Excellence in Livestock, DEFRA's Centre for Environment, Fisheries and Aquaculture Science (**Cefas**), clusters of universities, including SETsquared Partnership universities, Bournemouth University and the Royal Agricultural University alongside industrial collaborations.
- **All the talents – skills focus:** As part of the emerging **Dorset People and Skills Plan**¹⁴, support a talent development programme that builds on the current agriculture and environment strong skills and training offer, and also develops a specialisation programme for aquaculture. The land based, environmental, marine and agri-tech industries also have an increasing need for workers who can apply scientific and technological skills. It is essential that to support growth of the cluster, investment is made into state of the art facilities that reflect technological changes in the industry.
- Underpinning this talent programme with clear **employment market access** routes, through the use of internships/apprenticeships into Dorset/Great South West aquaculture companies.
- Develop a **stimulus/incentive package** for local growth/scale up companies and inward investment opportunities. Lead on the development of Dorset-based

- national One Health expo programmes, such as for aquaculture, to support clean-growth industries to increase productivity and sales in the UK and overseas.
- Supporting redevelopment and re-investment in **terrestrial and marine natural capital** (such as fisheries) and coastal community alignment to ensure that the cluster development supports the potential for additional natural capital and delivers a net gain in biodiversity, alongside community inclusion and understanding.

CASE STUDIES

Dementia Wayfinding

Arts University Bournemouth Graphic Design Department have been working with research partner Bournemouth University's Wayfinding Lab, to explore how design can support the livelihoods of people living with dementia. Wayfinding is the process or activity of ascertaining your position and planning and following a route. For those suffering cognitive illnesses such as dementia, this can be a critical challenge to safely within a community. Led by Graphic Design, students and have been exploring public health design using wayfinding. The course is working closely with the care home community, including Ashley Grange Nursing Home for user-centred design research.

Dorset Seaweed Company Ltd

There has been enormous interest in the culture of seaweeds recently not only in connection with its 'super food' reputation, but also its potential use in the cosmetics, health food, pharmaceutical, biofuels and fertiliser industries.

The Dorset Seaweed Company Limited (DSCL) has been recently formed to exploit this exciting opportunity with an initial project in Portland Port which will grow both seaweed and shellfish species such as oysters and scallops. The initial investors include several local partners with relevant expertise to make a success of the operation. Future expansion of the business will either be inside the Port or at a new site in the area.

CEFAS will be working with DSCL from November 2019 to analyse the sugar kelp biomass produced in Portland Harbour to investigate the physiology, histology and chemical composition. This will provide baseline data to inform regulation for the emerging seaweed aquaculture industry in the UK; and demonstrate methodologies and knowledge gaps to inform future research.

Defence Tech & Security

Maximising a unique geography to unlock new innovation in defence and cyber security which places Dorset's defence and security industry at the forefront of technological innovation across land, sea, air and cyberspace

1. Establishing Dorset as a key defence and security hub for the UK, co-ordinating nationally significant assets and expertise for the South of England.
2. Accelerating innovation through a new defence technology innovation and commercialisation centre.
3. Supporting defence and security cluster growth with targeted support for engineering, manufacturing and digital tech sectors

A GROWING UK DEFENCE AND SECURITY HUB

Dorset already has a varied cluster across defence and security related industries. From cutting edge science and research to the manufacture of defence products on land, air, sea and sub-sea. Vast movements of defence related activity occur across the region every day, with thousands of people employed either in the military or part of a large supply chain supporting the military. Alongside the military based activity are a large number of defence and security related companies, infrastructure, training, consultancy, personnel, equipment and real estate. Significant cyber product and service-based companies have already established their presence here. Dorset Cyber Alliance is a ground-breaking partnership helping businesses reduce cyber risks and create safe and secure environments to trade and operate from. The UK's headquarters of the RNLI is located in Poole and specialist marine and aerospace facilities permeate all parts of the region, supported by specialist port and airport assets.

Across Dorset there are many collaborative programmes of research with the defence industry. The following research centres related to the defence and security:

- Centre for Conflict, Trauma and Human Rights Research;
- Centre for Trade, Development and Transition Economics;
- Centre for Intellectual Property Policy & Management;

Related areas of impact/specialisation include:

- Arts University Bournemouth Materials: investigating applications of current and future materials in design and manufacture including the influence of bio-inspiration
- Bournemouth University: Training and simulation for defence and security (utilising AR & VR) and Disaster Management (including training and prevention).
- Kingston Maurward College: Advanced Apprenticeship in Emergency Services.

There is untapped potential to develop a real centre of excellence for the wider cluster, exploiting the intellectual capital to unlock greater economic benefit. Dorset is in a somewhat unique position for the UK defence sector, located at the centre of a wider sub-regional cluster across the South West and into the South of England.

By enhancing existing assets and expertise within the region, Dorset has the opportunity to create the best place in the European time zone for close co-ordination of work on research, development, testing and the use of real, time-sensitive and innovative technologies, products and services for defence and security. The ambition aligns with that of the MOD's Defence Innovation Priorities and Technology Framework to achieve 'technology-led modernisation' across UK defence. And, alongside this, the UK Defence Growth Partnership's objectives to:

- Grow the UK's global market share through increased exports
- Foster greater collaboration and innovation across the sector, bringing products and services to the market that meet customer needs
- Improve competitiveness through the whole value chain.

The defence and security cluster in Dorset is industry-led, with support from the Ministry of Defence. Whilst strong, it currently lacks overall co-ordination and leadership alongside a wider ecosystem to support growth and development across the cluster. Improving this co-ordination will, in turn, impact on the growth of the wider manufacturing and engineering sector in Dorset who form the primary supply chain for the cluster. Increasingly, there are new technology solutions in the sector, with the use of AI and machine learning increasingly permeating solutions across the cluster.

ECO-SYSTEM ENHANCEMENT - ACCELERATING DEFENCE INNOVATION

Investment in defence and related digital engineering innovation can be a game changer for advanced technologies and skills, offering high productivity and competitiveness, strong cost-benefit returns and generate new businesses and activities with strong potential for international promotion, investment and sales.

To support the growth of this cluster, local partners and the MOD are investing over £5 million in a **Defence Tech Accelerator**, based at Dorset Innovation Park (Enterprise Zone). This will provide a centre of innovation excellence for defence where users from across the military can co-locate on projects with cutting edge technology and innovative companies from the private sector, who would not normally be associated with defence or unable to access it due to their size.

Providing a coherent amalgamation of land, physical, human and digital capital, defence-led innovation offers the prospect of high productivity returns and competitive advantage. Support programmes will also be put in place for new business growth and scale-up across the cluster, including the wider manufacturing and engineering supply chain and linked industries in related technologies, particularly those working on new solutions for the AI/data challenge, including bespoke connectivity through autonomy, augmented and virtual reality, AI and machine learning, and digital communications.

A key outcome will be to spread innovation across supply to increase overall productivity leading to improved skills, wages and future resilience of the sector. One key part of the supply chain is engineering and manufacturing, employing over 25,000 people across Dorset. Whilst this wider sector has many strengths including specialist skills and an agile and collaborative SME base, it is also facing an ageing workforce and skills shortages. Historically, it has not maximised additional

investment for growth in areas such as innovation. There is a real opportunity to support productivity-led growth alongside the Cluster focus in the supply chain – particularly through investment in skills and technology innovation and supporting further collaboration across the sector to ensure Dorset is recognised as an area of engineering and manufacturing excellence, which fosters collaboration and innovation.

CASE STUDIES

Coda Octopus Martech

A small company with 30 years of history, based on Portland and specialising in the design, development and manufacture of custom technology for demanding applications in the defence, aerospace and subsea industries. Manufacturing prototypes as one-off units or in low batch volumes as well as manufacture production once a product becomes established.

RNLI International

AUB have been working with RNLI International to develop tools for the manufacturing of technical safety throw-lines for drowning prevention; tools which can be delivered and disseminated via grassroots organisations in the RNLI pilot countries of Bangladesh and Tanzania.

In September 2018 AUB Fashion were commissioned to deliver high-volume manufacturing files using our Lectra software, a specialist programme that can be used in production. The success of this programme led to further collaborations in the form of exploring the design of community tools, to produce locally-appropriate public rescue devices.

Creative, Culture & Digital

Making Dorset a digital smart place of exceptional culture, releasing the potential of the very best creative and cultural businesses, and unlocking innovation and imagination in all that we do.

1. Investing in Smart Places infrastructure across Dorset to provide a platform for creative industry growth and embedding digital technology and its application as a central element of the Dorset Cluster.
2. Delivering a Creative and Cultural Excellence Programme to underpin a culture-led transformation. Using this programme to grow a leading 'innovation through design and creativity' dynamic across the Dorset Collaborative Cluster and wider business community to drive productivity.

ECO-SYSTEM ENHANCEMENT - SMART PLACES IN DORSET

Dorset has a thriving digital economy and nationally significant digital sector. Bournemouth and Poole are the UK's top areas for high growth digital businesses (Tech Nation Report 2017), supporting 15,000+ digital jobs worth over £352 million to the economy. The region is committed to becoming a first-class, smart and connected digital place supporting the future needs, economic expansion and productivity of industry.

Through the development of a Smart Place ecosystem, Dorset is harnessing the power of co-operative delivery, innovative business models, smart technology and optimised use of data and analytics to help meet this challenge. In 2020, BCP Council will work alongside Dorset Council on developing a major Smart Place Investment Plan that will subsequently be used to attract significant private sector inward investment of up to £1 billion for the Dorset area to create a Smart Place, implementing associated digital connectivity and technologies. This will support growth through improved digital infrastructure across rural areas, towns and the city region. Using emerging and new digital technologies to help create vibrant, safe, health and prosperous places that meets both current and future needs of communities, businesses and visitors:

- Creating the right spaces for collaboration and innovation within communities
- Supporting the redesign of service delivery, especially in health and social care
- Providing the best infrastructure to unlock improved sustainable transport solutions
- Modernise learning for all in the community – young and old.
- Unlocking creative and digital talent through education, research and business.

ECO-SYSTEM ENHANCEMENT - DORSET'S CREATIVE AND CULTURAL EXCELLENCE PROGRAMME

Culture and creativity in Dorset are distributed across a range of distinctive places, organisations and enterprises. Whilst there isn't a single location for the creative and cultural accelerator in Dorset, the focus of activity to support a 'creative and cultural excellence' programme for Dorset revolves around three primary themes which have emerged through an in-depth 'Cultural Enquiry'¹⁵ during 2019, sponsored by BCP Council:

"The Cultural Enquiry: Marrying a deep sense of localism with an ambitious proposition of scale and dynamism to deliver culture-led transformation in the national interest and of international.

These themes will also be supported through a new type of cross-sector cultural partnership – a **Cultural Compact** - supported by the Arts Council in 2020.

- Talent
- Cultural and creative infrastructure
- Quality of place

Talent

This priority is focused on a step change in cultural provision and 'everyday creativity', underpinned by increased support for artists, makers and creative practitioners at all stages of their careers.

Creative innovation across the Dorset Collaborative Cluster will be a primary route to drive new innovation. The concept of integrating creativity across growth clusters builds on the recent Design Council report, 'Designing a Future Economy: Developing Design Skills for Productivity and Innovation'¹⁶ which finds that design

skills are vital to UK productivity, but that at the same time businesses face a growing skills gap. It also highlights that, in Industry 4.0, human design input remains a critical factor.

Dorset has international recognition of the strength of its teaching and research in creative, cultural and digital. With expertise in:

- Technical research, development and applications in Computer Animation, VFX, Games Technology and Film.
- Visualisation, simulation and modelling of learning content.
- Creative pedagogies; graphics; fashion and textiles; and plastics in art and design.

Arts University Bournemouth are excelling in industry collaboration and support. The University is developing a new £2.8m Innovation Studio funded by the University and the Local Enterprise Partnership via the Growth Deal Fund. The Innovation Studio, opening September 2020, will support new businesses helping them develop prototypes to minimum viable product and a business strategy through a programme of support and access to technology. The University will be building on this work to create an externally facing agency to facilitate SMEs across Dorset and nationally to access the talent, expertise and equipment they need to problem solve and prototype.

Bournemouth University are also home to leading expertise in the field. For example, based at BU and the University of Bath, the Centre for Digital Entertainment (CDE) is a Centre for Doctoral Training funding doctoral researchers in games, visual effects or animation while they are based in companies that require these skills. CDE offers outstanding and unique opportunities to students and companies alike. Founded in 2009, it has more than £20 million of investment and works alongside some of the most outstanding companies in the world.

Utilising these, and other centres of excellence for creative industries and cultural programmes is a fundamental part of the Dorset Collaborative Cluster. It is this which give a unique edge across the clusters and supports an approach which is maximising future technology alongside the creativity of human capital. Dorset partners will continue to prioritise investment and work with stakeholders across the region and beyond to cement Dorset's position as a nationally significant hub of activity for creative and cultural industries. Ensuring that business can benefit from the growing R&D capacity and supporting a sufficient pipeline of skilled workers (as both entrepreneurs and in sector related skills) to maintain regional growth across the cluster.

To support this creative innovation drive, priority activity will include:

- More opportunities to work and collaborate across the cluster – more chance to innovate and experiment ('test-bed') – with greater connections to local cultural institutions. A **'third space' model** that connects education, research, culture and creativity
- Investment in **workspace and hubs** to provide safe spaces for creative expression.

- Through the Dorset People and Skills Plan, identify **better pathways for young people** to get into creative industries and form new ways for young people to create and curate their own culture.
- Underpin this priority with a major drive for **access and diversity** as a core value and strength.

Cultural Infrastructure

There is a considerable environmental, cultural and heritage infrastructure across Dorset. Much of the potential added 'capital' of these assets are not being maximised. Natural capital alone in Dorset has the potential to bring in and additional £2.5bn into the economy each year¹⁷. A scaled-up and diversified cultural and digital infrastructure across the whole of Dorset will form a key priority in the Excellence Programme.

- **Creative industry leadership and excellence:** Using the globally significant teaching and research facilities at both University anchor institutions to drive productivity and growth in Dorset's creative industry cluster.
- **Innovation in heritage:** Build accessible trails; utilise new and emergent technology; explore active re-use of heritage and natural assets for contemporary cultural practice and align this with unlocking natural capital in natural heritage assets.
- **Connected and networked organisations:** Working across communities, connected nationally and internationally; increasingly recognised for their work at the interstices of culture, natural environment, wellbeing, innovation and place-making.
- **Geographic distribution:** Utilising new spaces, making more of existing spaces (including libraries) community centres, outdoor green spaces, pop-up and meanwhile spaces. A '**re-imagining the (seaside/coastal) town centre**' strategic narrative.

Quality of Place

An important part of the dynamic of Dorset is its quality of place and using the added value of a total place approach - including rural areas, seaside and coastal towns alongside an ambitious coastal city region - to enhance the overall experience of people who live, learn, do business and visit the area.

The importance of culture as a value system across health, wellbeing, environmental sustainability and innovation is recognised by all partners in Dorset. A strong cultural identity can be amplified as a vital signifier of Dorset as a place of quality – for all in the community. Priorities for the culture and creativity cluster in terms of place are:

- **Health and wellbeing:** Dorset as a beacon for integrating culture and nature into health and care practice – linking to the One Health cluster.
- **Planning and development:** Ensuring planning for future development is 'culture proofed', building in space for culture and nature in new developments and the future of high streets
- **City Region:** Boosting centres across BCP through the provision of cultural activity that reaches all communities – enhancing the emerging coastal city region. Considering a bid as a future City of Culture.

- **Broadening the cultural offer** into rural and coastal Dorset: A polycentric view of culture and its relationship to the natural environment, underpinning the Dorset tourism and quality of life offer – urban centres and rural breadth (World Heritage status, natural and coastal environment, Olympic legacy).
- **Positioning:** Re-boot the brand narrative via active programming and partnership with core cities and internationally: Acting like a city of culture – irrespective of a bid.

The visitor economy is an important part of the wider creative and cultural offer for Dorset. The quality of the tourist experience is a fundamental part of the quality of Dorset as a place for all. Improving the overall cultural experience (including food and drink, cultural events, open spaces, the natural environment) will have a significant impact on the productivity of tourism. The sector employs over 46,000 people across Dorset – and permeates many aspects of the economy with around 30 million visitors to Dorset each year, including both UK and overseas visitors. However the sector is not as productive as it could be. 72% of businesses across the sector want to grow and improve their productivity levels¹⁸. As well as support for improved skills in the sector (including better utilisation of digital platforms for marketing), a key priority is to increase the opportunity for all-year round visitors to Dorset. Improving the overall cultural and well-being offer (alongside the importance of the natural environment) for Dorset will be a key driver to support this. As part of an improved approach to collaboration and co-ordination in the sector, a priority will be to work with partners in the Great South West to develop a Tourism Zone as part of the UK Tourism Sector Deal.

CASE STUDY

BFX Festival

The BFX Festival, organised by Bournemouth University, is one of the largest visual effects, animation and games festivals in the UK, bringing together professionals and students from across the world to share insights into how the best films, commercials, television shows and games are made. The BFX Festival, now in its seventh year, is an annual Festival that brings professionals together from across the world to share advice, techniques, and offer behind-the-scenes tips on how movies, television programmes and games are made.

THE FIVE FOUNDATIONS OF PRODUCTIVITY

IDEAS

Building a culture of innovation and embed a strong innovation ecosystem across all industries

Innovation underpins much of this Strategy – the further development of a cohesive innovation ecosystem is at the heart of the drive to increase productivity and support the growth and expansion of new industry opportunities in the Dorset Collaborative Cluster. Innovation will also help the broader business population and communities to build more competitive businesses.

Dorset ambition 2030...

Dorset has built a culture of innovation – one that helps turn the challenges it faces into opportunities by bringing together all concerned to find the best solutions whilst preserving the natural capital of the region – and one that sees business, education and public sector and government truly collaborating to maximise innovation in all its forms.

Dorset is growing its existing innovation network into a true eco-system - a nationally recognised 'location' for the Dorset Collaborative Cluster with a unique mechanism for collectively combining knowledge and innovation – supported by the right digital and physical infrastructure.

Attracting and retaining the talent to support these clusters and broader intra- and international investment and collaboration that acts as a further catalyst for growth by building localised supply chains.

At the same time making innovation relevant and accessible to the broader business community (and public sector), building increased leadership innovation, adoption of technology and investment in research and development (R&D).

The current landscape is one of emerging and successful innovation which has seen growing, recognised activity.

- Health Innovation – including an orthopaedic research institute, clinical research, bio materials and medical imaging and the building of a 'living laboratory' campus
- Creative and Digital Innovation – including a research and business incubation 'innovation studio' and across centres for computer animation, digital enhancement and running the nationally recognised Bournemouth FX conference
- Environment, Agri and Aquaculture innovation – including Stewart's Agri-tech Glasshouse and University centres for advanced material, aquatic sciences and modelling and socio -environmental transition and plans for the Durley Chine Environmental Innovation Centre
- Broader Innovation Infrastructure – Dorset's Innovation Park and Enterprise Zone – specialising in defence and cyber security alongside emerging City region plans embedding SMART technology and broader large scale infrastructure projects that will seek to enhance business and technology innovation across the region

Whilst there are some clear specialisms and centres of activity there is also evidence that Dorset businesses are spending less than average and have less people employed in R&D activity than the majority of other regions – with less than 1 in 5 businesses engaging in traditional R&D activity across the region. Aggregate levels of innovation are lower than national comparators and this is reducing the competitiveness of business and widening the regional productivity gap.

Focus – to drive the 'ideas' ambition and overall plans for the region and capitalise on Dorset's innovation:

- **Enhancing the current innovation eco-system** to unlock Dorset's role as an area of innovation opportunity. Creating the best conditions to develop and test ideas with the expertise, infrastructure and environment to commercialise – and with a culture that seeks innovative solutions to the region's challenges, particularly linked to ageing and clean growth.
- **Boosting 'Collaborative Cluster' innovation** to drive further activity, cooperation, employment, investment and support to cement Dorset's leading position in creative and digital, defence and security and One Health.
- **Inspiring and enabling innovation throughout Dorset**, creating a new level of 'collaborative' academic and industry local support capacity and capability that makes innovation relevant and achievable to the broader business population.

Immediate priorities:

Dorset Innovation Eco-system: The development of a Dorset-wide network and programme of support, academic skills development partnerships and expertise that will inspire and enable business and public sector to pursue innovation - and attract the investment and location of new businesses into the region. Linking this eco-system across the wider South West and South East in areas of common strength and focus. In particular:

- **Dorset Collaborative Cluster accelerator support:** Building on and extending the emerging physical and virtual innovation centres of excellence and creating the opportunity for 'hub and spoke' regionalisation alongside progression / grow-on space that supports inclusive regional benefit. A regional programme of support and finance to enable the ideation, development, implementation and commercialisation of innovation – supporting business and cluster growth and presenting the opportunity for broader innovation collaboration.
- **Boosting aggregate levels of innovation:** A regional programme linked to the Dorset Business Gateway and Be the Business that inspires and enables Dorset businesses to undertake 'relevant' innovation and change – building levels of leadership innovation, technology adoption, university placement and national mentor scheme deployment that aligns with National Productivity Review findings.
- **Dorset Innovation Incubation:** Building the physical and virtual support network that works alongside universities and target clusters to encourage academic skills and provide support to build spin-out and new supply chain businesses – retaining and attracting expertise within Dorset.

- **Dorset Inclusive and social innovation:** Encouraging and supporting activity that builds local employment and supply chains to grow alongside primary innovation and builds a growing regional social innovation culture – extending innovation benefits outside of the current centres of activity.
- **National Innovation Partnerships:** Expanding Dorset's involvement and engagement with national partners and Government to ensure Dorset aligns its innovation eco-system with national programmes, sector deal and grand challenge innovation support, increasing the level of UK innovation funded activity.
-

PEOPLE

Creating a smarter and more productive workforce that produces more with fewer resources.

A critical focus for Dorset's successful economic future is ensuring an increase in the availability of a local labour market, with the right skills. At the same time, it has to ensure that these people have the ability to live and move effectively across the region.

In the next decade this issue will only heighten in prominence globally – but also very starkly for Dorset. This 'demographic crunch' will put significant pressure on the region's skill base, social infrastructure and economic development potential.

This represents one of the biggest challenges to Dorset's strategy and ambition as the region is already experiencing near full employment, with many businesses struggling to recruit the key skills that enable them to meet demand, to innovate and to grow.

It is a challenge that is at the heart of all the strands of this Local Industrial Strategy and the ability of the region to achieve its ambition.

Dorset ambition 2030...

Dorset's labour market is recognised as a smarter and more productive workforce, producing more with fewer resources.

New businesses see Dorset as a region that offers a leading level of growth opportunity – driven by the availability of new and emerging skills within a leading productivity growth enabling infrastructure.

Dorset is seen as a region of opportunity, achieving a net inflow of talent – built on an increased 'opportunity for a great career' combined with an increased 'opportunity to live' in a high quality, dynamic and inclusive region.

Dorset is achieving stronger replacement labour force levels – with increases in availability of skill sets demanded by the new growth clusters alongside increases in volume to support broader business growth.

Dorset is embracing the demographic crunch – and identifying innovative and inclusive approaches that address the challenges and benefit the entire region. Unlocking older talent and tapping into the rich expertise in an older workforce.

The current landscape contains areas of strength, including above-average levels of graduate retention and areas of above educational attainment levels. However, Dorset is also experiencing existing and emerging challenges – common to other regions and a result of near full employment levels, economic trends and the emerging ‘ageing demographic.’

Dorset has challenges associated with its social infrastructure – a result of a diverse urban and rural demography, employment concentrations, low availability of affordable or new housing and challenging social mobility.

Within this environment employers are increasingly highlighting skills shortages and ability to recruit (especially into tech roles) the right ‘talent’. This is exaggerated by the loss of skills and expertise (an ageing workforce), the impact of exogenous shocks – including automation and digitalisation - which reduces the availability of high quality and bespoke skills both for existing growth businesses and the new growth clusters.

Our focus is to drive a ‘people ambition’ that supports a sustainable, technically smarter and more productive workforce whilst addressing the emerging ‘demographic crunch’ that challenges the region’s growth through:

- **Creating a ‘total skills solution’:** Working with public sector, businesses, education, skills support, communities and individuals to develop innovative solutions to the future demographic crunch – unlocking talent across Dorset, building new replacement skills and expertise and exploiting technology to make training and jobs accessible across the region
- **Boosting talent attraction and retention:** Providing an exciting ‘opportunity to work’ and ‘opportunity to live’ that will increase the attraction, retention and progression of new-growth talent within and into the region.
- **Skills for now:** Building the pipeline of skills – at a leadership, management and workforce levels - that will continue to strengthen the productivity and sustainability of our core businesses.
- **Skills for future growth:** Working with strategic bodies and academia, new growth businesses, accelerator support networks and supply chains to build training programmes and talent attraction that are bespoke to future growth needs.

Immediate Priorities:

- Development of a new demand-led skills programme to develop bespoke training, recruitment and progression support that will increase productivity and sustain growth including;
 - Leadership and Management – supporting our growing sectors by providing their leaders with the ability to introduce and embed best practice, technology advancement and innovation that drives productivity and competitiveness
 - Workforce excellence – Providing the ability to recruit, develop and progress workforce capability and productivity that meets immediate

- needs – unlocking expansion and investment in new services and capacity – closing the existing productivity gap
- Unlocking and attracting talent - creating the infrastructure and mobility that ensures all communities in Dorset can play an active part in the economy, unlocking talent and ambition to inspire people into great careers and showcasing the region outside of Dorset as the natural place to excel within our educational and business communities.
- Collaborative Cluster and Accelerator 'Skills for future Growth'. Working with emerging businesses, their supply chains, academia and skills providers to prepare a comprehensive skills programme including:
 - Growth accelerator capability – building the specialist skills to support leadership, expansion, finance, collaboration and research and development that will support new business growth
 - Growth Cluster Collaboration – creating the mechanism by which emerging sectors and institutions can share common expertise, capacity and innovation supporting the development of hubs of knowledge and expertise that can benefit the wider business community and inform skills strategy development
- Business Education Links. Extending investment and scope in the local academic centres of innovation and research expertise and developing a new level of partnership that embeds the needs of future industry at all academic levels, creating placement and project opportunities that deliver solutions and a future 'talent pool'
- Supply chain development. Building skills development programmes, collaboration networks and infrastructure that enables supports the local supply chain capacity and capability to develop as natural partners in new growth clusters. Understanding how skills can accelerate the cross-fertilisation of priority clusters leading to a network of supported supply chains and an economy of scale for Dorset.
- Skills innovation and inclusion. By working with business leaders, education, skills support and RD&I institutions to support the concept of a Dorset 'total skills solution' through:
 - Getting into communities to inspire younger generations into great careers but ensuring an inclusion programme also includes a focus on 'unlocking older talent' to support valued economic activity later in life. Targeting Dorset's most deprived communities in the first instance.
 - Replacement labour demand in skills sets (IT/professional/skilled and health/care). Addressing critical replacement labour demand in priority skills sets (IT/professional/skilled and health/social care)
 - Innovative resourcing. Working with Government, national and regional organisations, local authorities, anchor institutions and funding bodies to secure skills budget 'economies of scale', align activity with Government initiatives and develop innovative funding opportunities.

INFRASTRUCTURE

Developing a place that is well-connected, allowing people to interact both in person and digitally. A place that is energy resilient, utilising local renewable energy sources.

Access to modern and efficient physical and digital infrastructure is critical to the drive for growth, greater productivity and inclusivity in Dorset. Consultation has shown that specific regional infrastructure challenges experienced by businesses and their staff are significant barriers to enabling businesses to start, grow and innovate.

Inter-regional and intra-regional transport connectivity is identified as a major issue. Local businesses are increasingly expressing concern around sub-standard connectivity to London, Bristol and the Midlands/North and to/from the West and South Dorset. Dorset partners will continue to adopt a strong collaborative approach to unlock the further investment required to tackle these barriers to improved productivity.

Quality of life and the importance of retaining a vibrant, natural local environment present the challenge – or opportunity – for the region to balance alongside pursuing essential growth. Changing economic opportunities, working practices and technology present a unique opportunity to find innovative and sustainable investment solutions in which productivity improvements can sit alongside a retained quality of environment and lifestyle.

Dorset ambition 2030...

Dorset is progressing an ambitious and collaborative infrastructure plan that combines rural connectivity alongside emerging city region requirements. A modal shift to active and public transport options has improved overall health levels and congestion has reduced. Young people have improved options for access to learning and training.

Technology infrastructure and take-up levels are supporting higher levels of start-up and growth, and catalysing new sustainable solutions.

The infrastructure plan has directly enabled new target cluster growth and overcome the barriers impacting on existing growing businesses. Improved rail services (frequency and speed) to and from major centres such as London and a focus on strategic north-south road links has supported improved productivity and improved resilience of existing industries in Dorset.

There is a new level of *focus for the future* - building on the successful completion of existing flagship projects and preparing the connectivity, access, living space and commercial premises that attract and retain future business and talent for Dorset.

The current infrastructure landscape Dorset has seen significant levels of recent investment of over £200m in all aspects of infrastructure. Dorset is building on its new dual local authority structure and has sustained joint work between its two Planning Authorities to integrate planning, housing and transport, and is building on a history of working together with Highways England on strategic cross border transport issues

and investments. Nonetheless, there remain significant challenges that affect the productivity of businesses and their workforces. These include, but aren't limited to:

- The infrastructure needed by expected population growth – including the ageing population – and which sees increasing pressures placed on urban conurbations.
- The necessary scale and capacity of access routes into new development locations and the road and rail bottlenecks that limit efficient travel around the region and effective freight on-travel from the major ports.
- Take up and use of publicly subsidised improved digital services in Dorset is 57%, meaning nearly half of those residents and businesses who can use a faster broadband service have not yet done so.
- Social infrastructure – the level, affordability and location of housing within the region and the inconsistent access and connectivity of public transport or low-carbon alternatives for travel.

Focus - To deliver physical and digital 'industrial' infrastructure that innovatively and inclusively impacts on productivity and competitiveness through:

- **Infrastructure that will support Dorset's collaborative cluster and scale up businesses.** By supporting the expansion and connectivity of existing accelerator, research and innovation centres and creation of new premises, collaboration space and transport networks.
- **Accelerating existing strategic growth projects.** By securing additional support or funding to drive significant road, rail, port or air connectivity that will strengthen opportunities for new and existing growth business.
- **Addressing regional challenges inclusively.** By working innovatively to secure infrastructure solutions that address primary blockages or barriers to employee and learner travel, housing and mobility in the region supporting broader business productivity.
- **Infrastructure for the future.** Ensuring all projects support the emergence of 'future now' infrastructure by maximising the SMART digital, health, environmental and cross regional opportunities and that investments support quality of life for all ages, result in net gain and unlock natural capital.

Immediate Priorities:

Dorset wants to put pace on the ways people interact both in person and digitally to ensure the region is well connected and a great place to live. To ensure businesses can collaborate without borders, tourism can be seamless and communities across all parts of Dorset can connect at will.

- **Roads:** Unlocking well-known and historic blockages on major strategic routes will be further enhanced with a network of effective transport hubs. These hubs will prioritise a rapid move to new ways of propulsion such as electric charging, and offer residents the option to share private transportation or use smart public transport. This will be underpinned with One Strategic Sustainable Transport Plan for Dorset.
- **Rail:** Existing rail services will be improved with increased capacity and frequency. Learning from other places/cities Dorset will study how rail can move to lower carbon emissions and become more resilient.

- Digital: Complete the rollout of superfast coverage with enhanced ultrafast in economic hot spots. Rural areas will be serviced with a suite of complementary technology to ensure speeds are increased. Dorset will press for 5G to ensure all communities will benefit, regardless of location. Business supports will promote and engage businesses to understand and maximise the digital potential of connectivity.
- Energy: Micro-power (renewable) generation in 'growth zones' and consideration of renewable energy sources at scale on land and at sea. Dorset has a huge opportunity to create economic growth through energy. The unused (to date) DNO connections to roll out solar and wind that have thus far been underutilised allowing for the greening of energy at a significant scale. This in the end not only allows for lower carbon but most importantly decreases the cost in production and service delivery ... real cost saving that increases productivity and increases competitiveness.

BUSINESS ENVIRONMENT

Building national and international recognition as a 'total business environment' – combining new levels of support, leadership and skills alongside a collaborative business approach which inspires sustained growth, ambition and success in a great place to live.

The evidence is clear that we need to target firm-level productivity – rather than industrial structure – if we are to have a productivity impact on our economy. Therefore, underpinning this approach is a focus on unlocking productivity opportunities for businesses of all sizes who have growth potential. Creating a *Total Business Environment* alongside a Total Place approach – which brings together all the players in supporting Dorset's diverse business base.

Dorset ambition 2030...

Dorset has created a high-performing, simplified 'Total Business Environment' ecosystem – combining demand-led support, leadership and skills development across a collaborative network that inspires sustained growth, ambition and success.

That this is reflected in greater levels of new and active businesses within the target collaborative clusters - achieving industry leading levels of productivity, innovation and competitiveness, and strengthening Dorset's value and international reputation.

That this growth is embedded in the broader business base, who's managers and leaders have been inspired and enabled to implement best practice in management, skills and technology to boost new levels of competitiveness.

That Dorset has a vibrant and exciting business environment in which new and innovative start-ups are dynamically supported and mentored – flowing out of the academic institutions and being met by greater levels of intra and inward investment.

And that there is an over-arching simplified network of anchor organisations – working together to bring their collective Dorset scale, location and practices and underpin a new drive in productivity and social value across the entire region.

The current landscape There is real strength and resilience in the breadth of the business base in Dorset, which is predominantly SME and in which a small number of start-ups generate considerable and sustained growth beyond the initial start-up phase. The increase in scale-up is relatively strong – scale-ups now employ over 25,000 people and generate £2.9bn of revenue in the DLEP area¹⁹. The business population is assisted by an evolving network of business support combining ‘entry point’ Gateway and Growth Hub services that link to local public, private and academic organisations and has a select range of business discipline and finance support programmes.

These strengths are accompanied by challenges that impact on regional competitiveness and where:

- There are indications that the gap between leading businesses and the broad business base is widening – and increasingly impacted by location and sector.
- That there has been a tightening in supply over recent years, of available industrial and office premises to meet demand – particularly in the urban areas of the region.

Focus – To accelerate existing business support provision into a new support eco-system:

- **Accelerating growth opportunities for Dorset’s Collaborative Cluster and Scale-up businesses.** Creating the support and physical infrastructure that addresses core location, leadership, skills and finance issues and ensures those businesses demonstrating ambition and growth potential see Dorset as providing an exceptional business environment
- **Increasing productivity across the region’s business stock** . Making productivity ‘relevant’ through new support models and collaboration opportunities that ensures all Dorset businesses can access the techniques, capacity and capability to increase core competitiveness
- **Building links to new global markets, innovation and eco opportunities.** Promoting and celebrating businesses who excel through “Brand Dorset” who have been guided into internationalisation to inspire others to improve their business productivity

Immediate Priorities

- **Dorset ‘Total Business Environment’ eco-system:** The development of a modern and streamlined support system that delivers a ‘best time – best level – best impact’ service and utilises technology and collaboration to maximise reach and drive business competitiveness
- **Dorset Business Infrastructure Plan:** Developing an approach that provides the physical, digital and connectivity infrastructure that broadens Dorset’s geographic ‘footprint-options’ for new and growing businesses – directly enabling productivity improvements and inspiring start-ups, retaining expanding companies and attracting new inter and intra investment
- **Dorset collaborative cluster accelerator support:** Creating a network and programme of support that boosts innovation, access to talent, leadership skills, management best practice, supply chain development, international trade and provides the finance for growth – aligned with the proposed accelerator centres.

- **Making productivity relevant and accessible:** Creating a new level of competitiveness across all Dorset businesses by promoting, communicating and enabling 'real and relevant' productivity improvements aligned with the recent Productivity Review findings.
- **Collaborating for Success and Inclusivity:** Building regional supply chain capacity, local employment and capability across the SME network and increasing aggregate levels of 'Anchor' organisation and intermediary procurement and social value support – achieving inclusivity across the region.
- **Excellence in business skills and entrepreneurship:** Developing the opportunity and support network that will equip nationally leading levels of start-up and HE spin-out businesses and drive the future skill sets and placement opportunities that ensure business ready talent is educated, attracted and retained in Dorset.
- **Creating national and international growth partnerships:** Cementing central government commitment, regional collaboration, internationalisation and innovation that secures funding and inward investment for Dorset's growth clusters.

PLACE

Create an exemplar coastal city region for 21st Century seaside towns and coastal communities.

Dorset has an enviable combination of natural environment, cultural and social assets. However, like many areas it still has challenges driven by a diverse social and economic structure and pockets of deprivation and disadvantage.

Underpinning Dorset's Local Industrial strategy is a genuine ambition to address these assets and challenges together, to find new and inclusive tactics to achieve a new period of sustainable growth and productivity. Tactics that form an approach that sees Dorset embracing its natural environment – a '*total place*' ambition that supports thriving economies in all communities.

Dorset ambition 2030...

Dorset has a modern, inclusive and ambitious identity built on the foundations of a healthy, prosperous, vibrant and inclusive place where people want to – and can – live, visit, learn and work.

Dorset is enabling its urban centres to reach their capacity for growth whilst ensuring that connected rural and coastal areas flourish through entrepreneurship and competitiveness, achieving an inclusive approach to growth.

That this growth enhances the natural environment and is not achieved at the expense of it, and that it is part of a culture-led transformation, built on a digital opportunity, that also inspires innovation and enterprise.

Dorset is a place that competes on the domestic stage, as well as internationally, while making the region attractive to new and existing residents, businesses and investors – all within environment limits.

The current landscape in Dorset benefits from a range of significant place-based strengths that directly impact on the current and future economic success of the region:

- A new, simplified unitary council structure – Dorset Council and Bournemouth, Christchurch and Poole (BCP) Council – with emerging economic strategies that are aligned with the LIS and show inclusivity and natural environment as integral components of economic growth.
- Diverse social and economic locations with areas of high urban concentration and traditional rural and coastal communities. Evolving and changing with infrastructure and development initiatives underway to create and connect new communities and enterprise.
- A high quality environment with multiple environmental designations including Areas of Outstanding Natural Beauty and World Heritage status. 66.39% of the Dorset LEP area is covered by these designations.

Whilst Dorset has a high-quality environment it also has significant current and emerging challenges that threaten the pathway to planned increases in sustainable productivity increases:

- Areas of most marked relative deprivation exist in parts of Bournemouth, Weymouth & Portland and Bridport – displaying characteristics similar to many seaside towns in England.
- Lack of affordable housing: Dorset suffers from the lowest levels of home ownership by young people and low levels of availability of new or existing affordable housing significantly restrict local service provision, new recruitment, graduate retention and ability of new businesses to relocate in the region.
- Dorset has the oldest population and lowest proportion of under 50's, anywhere in the UK and the cost of care in Dorset is double the national average. By 2040 it will have a dependency ratio of 1 (one person working for every person of pensionable age) and it is facing a potential vacancy replacement of half our current workforce in the next 15 years.
- 75% of Dorset's land area is farmed, of which one-third is arable. Recent research focusing on Dorset's natural capital estimates that over the past 80 years there has been a 97% loss in neutral grassland. The area of heathland patches has declined by 29% since 1978. 22% of heathland and 17% of broadleaf woodland has been converted to conifer plantations since 1930²⁰.

Focus – to support the achievement of Dorset's Local Industrial Strategy requires a new focus and approach to the regional place based challenges.

- **Supporting 21st Century coastal communities:** The new coastal city region, as an integrated regional centre
- **A Dorset programme and new brand of Creative and Cultural Excellence:** Unlocking Dorset's cultural assets and the creativity of its people, and representing this under a new brand that reflects the ambition and opportunity of the region
- **Realising the value of natural capital:** Unlocking additional economic value of over £2bn per year through utilisation of natural assets across Dorset.

- **Spreading the benefits of projected growth:** To more disadvantaged individuals and communities – promoting 'inclusive growth'.
- **Re-imagining town centres and communities:** Including market and seaside towns, and the high street, to develop new sustainable and digitally connected work and living opportunities.
- **Pursuing models of 'better living for all':** Identifying and enabling better levels of 'quality of life' with 'quality of work' and addressing the fundamental challenges such as affordable housing to make it happen

Immediate Priorities

- **Re-Imagining Dorset:** Creating a new consistent and dynamic brand for Dorset that reflects the future ambition, culture and assets of the region and – through targeted campaigns and internationalisation – promotes the new growth clusters and broader regional opportunities to national and international investors.
- **Accelerate new housing:** Co-ordinating support activity and tactics that accelerate key new housing projects and builds local commercial and industry-based opportunities in the form of supply chain capability or commercial premises – streamlining connectivity and local inclusion. Aligning this with Transforming Cities Fund projects.
- **Targeting direct action in areas of deprivation:** Addressing underlying issues resulting in lower levels of prosperity, prioritising work with young people and their families to enhance aspiration and ambition – working with leading Dorset businesses to provide more opportunity for skills and learning that will result in employment and career enhancement.
- **Developing productivity 'impact' environmental and natural carbon initiatives:** Working with leading stakeholders including Local Nature Partnership and Local Government to identify mechanisms to raise competitiveness in the foundation economy and reduce the regional productivity gap through:
 - Climate change and clean growth: Supporting demonstration projects to meet carbon reduction targets by investment in renewable technology, nature-based solutions, (such as natural flood management and habitat restoration to store carbon), improved processes and use of natural and local materials.
 - Develop a nature recovery network, mapping existing wildlife sites and habitats and highlighting where economic development can best contribute to nature's recovery.
 - Water resources: Investments into pollution reduction (e.g. nutrients and pharmaceuticals) can greatly decrease costs and improve productivity in industries such as brewing and water supply.
 - Local produce: Supporting local rural business to increase productivity by reducing costs and carbon footprint as a result of developing a local market for produce - from timber to food and drink.
 - Using a circular economy approach: Improving opportunities for local purchasing, local food production, local construction material, local drink production, local art production to thrive and secure local supply chain contracts.

- Enhanced staff wellbeing: Support productivity through improved staff health and wellbeing and population health through access to natural and culturally based initiatives.
- **Scale and Momentum:** Bringing together the region's 'anchor' employers, organisations and institution to support the development, scale and momentum of 'place' activities and secure increased commitment to coordinated social value and collective corporate social responsibility.

IMPLEMENTATION

This Local Industrial Strategy will set the direction and ambition for Dorset through a 'total place' based approach that drives productivity and inclusivity. It is built on solid evidence and foundations and capitalises on the opportunities that will drive growth and address some of the regions current and emerging challenges. Its implementation – like its development – will be underpinned by strong and structured collaboration of the regions stakeholders

Government and Dorset are clear that the Local Industrial Strategy sets out an agreed and shared view of opportunities for the region, as well as the challenges that need to be addressed, to maximise the contribution to productivity and earnings growth.

Implementation of this Strategy will be coordinated by a Local Implementation Group representing the commitment and coordinated efforts of a wide range of partners, including the two unitary authorities, national government, business, wider public services, universities, and community and voluntary organisations. The Local Industrial Strategy is therefore a further route to strengthening the focus of the strong partnerships in place within the region.

Implementation of this plan will also be supported by collaboration with partners beyond the regional boundaries. Dorset will engage with partners in neighbouring regions – such as the Great South West Partnership – and with further regions where there is a common or joint opportunity to pursue activity that will ensure the success of this Local Industrial Strategy in driving clean and inclusive growth within the region and beyond.

Dorset has begun the process of developing an implementation plan setting out clear priorities, milestones and deliverables for the priorities laid out in this strategy. This implementation plan – and process – provides agility and flexibility to respond to changing market conditions, future opportunities, challenges and Government initiatives.

GOVERNANCE

This Strategy sets out the government's and Dorset's view of opportunities for the region, as well as the challenges that need to be addressed to enable increased productivity and growth.

Dorset's LEP will lead the implementation of this Local Industrial Strategy through its existing governance and delivery structures, embedding the strategy's priorities into its annual Delivery Plan and wider programme of activity. The Cities and Local Growth Unit will work with the LEP to engage government in delivery at the local level as necessary.

INVESTMENT

This Local Industrial Strategy does not include any new spending commitments outside of existing budgets. Instead, it will inform the strategic use of local funding streams and, where relevant, spending and decisions at the national level. It will also help Dorset decide on its approach to maximising the long-term impact of any new

Government investment once its details and priorities are announced following the 2020 Comprehensive Spending Review.

To demonstrate progress towards the long-term vision set out by this Local Industrial Strategy, the Strategy contains a number of specific actions. Where these actions are locally-led, these will be drawn from local budgets which exist for those purposes; where actions are shared between Dorset and government, they will be funded from existing local and departmental budgets, with funding allocated for those specific purposes.

This Strategy does not represent all the priorities and action being developed in Dorset. As detailed in this Strategy, Dorset will regularly review the latest evidence to continue designing the most effective approaches and interventions to be at the forefront of the future UK economy.

The actions set out here will be implemented alongside existing plans and new local authority strategies as they emerge, including Council-led Local Plans, economic plans and the Dorset strategic transport strategy. Dorset will regularly review the latest evidence to continue designing the most effective approaches and interventions to be at the forefront of the future UK economy. This Strategy sets out long term ambitions and will continue to evolve as the economy changes.

MONITORING AND EVALUATION

Dorset will put in place an evaluation programme for this Local Industrial Strategy. This will form part of the existing overall regional Monitoring and Evaluation Framework agreed with government. The framework will be reviewed annually and will include:

- Project evaluations for the specific schemes that are implemented as part of this Local Industrial Strategy;
- All projects funded as part of the Local Industrial Strategy will be subject to robust evaluation. Wherever possible and proportionate, cutting-edge independent evaluation methods will be used from the outset of programmes. The results of these evaluations will be published to meet the requirements already set out in Dorset's governance and assurance frameworks; and
- Results will be reported annually through existing Dorset reporting arrangements both locally and to government, including reporting to the national Industrial Strategy Council.

A three-year review will be undertaken in 2023 on the quantitative impact of the strategy and assessing whether the current set of interventions, focus and direction of the strategy align effectively with the national and regional economic drivers.

ACKNOWLEDGEMENTS/CONSULTATION OVERVIEW

The Dorset Local Enterprise Partnership would like to thank all of the businesses, communities and organisations who helped developed this Local Industrial Strategy. The LIS was developed through comprehensive engagement with people who are passionate about Dorset, including:

- Significant, quantitative evidence base (NB: this included an 'open-call' for additional evidence from local stakeholders)
- DLEP Board (including 'away-days' facilitated by The Policy Lab, HMG)
- 'Deep dive' workshops/meetings across 15 themed, place and sector groups (including community/public/private stakeholders).
- Themed sessions with Dorset Partnerships – including the Dorset Local Nature Partnership and the Dorset Engineering and Manufacturing Forum.
- Independent expert 'Challenge Panel' supporting the DLEP.
- Cross-LEP activity and Whitehall Department engagement
- Open consultation (web-based)
- Monthly 'guest' blogs (from March to December 2019)
- Geographical info/consultation events x 3
- Dorset small business survey 2019 (250+ responses)
- One to one meetings with over 25 strategically important businesses across Dorset, employing over 15,500 people and collectively turning over several billion £ p.a.
- Close partnership working with the Dorset Chamber of Commerce and 'LIS' conversations across business breakfasts and other key events.
- ESRC funded workshops (in partnership with the University of Southampton) to engage across all Members of the 2 unitary authorities in the DLEP area. (NB: working closely with the 2 Councils to align new economic plans for each authority)
- Dorset Council Cabinet (December 2019).
- BCP Council Overview and Scrutiny and Cabinet (December 2019).
- Podcasts exploring issues and opportunities.
- Bespoke activity with inter-generational groups

BIBLIOGRAPHY

¹ All HMG documents to be referenced here in final version.

² Great South West: A strategic partnership between the LEPs and Local Authorities of the far South West (covering the LEP areas of Cornwall and the Isles of Scilly, Heart of the South West and Dorset).

³ See full evidence base [here](#).

⁴ Professor Nigel Jump, Economic Narrative, June 2019.

⁵ **One Health** recognises that the health of humans, animals and ecosystems are interconnected. It involves applying a coordinated, collaborative, multidisciplinary and cross-sectoral approach to address potential or existing risks that originate at the animal-human-ecosystems interface. One Health Global Network, 2015.

⁶ Internet of Things

⁷ Including gigabit fibre connectivity, public WiFi, Internet of Things (IoT), 5G (low, mid and high bands) and a platform with an open, agnostic architecture that hosts 'place data'.

⁸ R. Edwards, Bournemouth University, 'Dorset Health 'Deep Dive' paper', October 2019.

⁹ Known locally as '*Our Dorset*' this has brought together Dorset's Clinical Commissioning Group (CCG), the Foundation Trusts (Dorset County Hospital, Poole Hospital, Royal Bournemouth & Christchurch Hospitals, Dorset Healthcare Universities and South Western Ambulance Service), BCP Council, Dorset Council, Public Health Dorset and industry.

¹⁰ [ARC – Wessex](#).

¹¹ Including South West Rural Productivity Commission, 2017.

¹² See People Foundation

¹³ Part of the UK's cluster of Agri-Tech Centres.

¹⁴ See People Foundation

¹⁵ [#culturalenquiry2019](#)

¹⁶ Designing a Future Economy, Design Council, December 2017.

¹⁷ Dorset's Environmental Economy, Dorset County Council, November 2015.

¹⁸ Dorset Tourism Study, 2019, Dorset Tourism Association.

¹⁹ 'Going for Growth, - Scale-Ups Research', Cornwall & Isles of Scilly, GFirst, Dorset and Heart of South West LEPs, October 2017.

²⁰ 'Trends in Natural Capital, ecosystem services an economic development in Dorset', Bournemouth University, University of Cambridge and Centre for Ecology & Hydrology, 2019