

Dorset Local Enterprise Partnership

Local Assurance Framework

September 2021

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1. Background

- 1.1. Local Enterprise Partnerships (LEP) are entrusted with significant public funds to fulfil their role and are therefore subject to appropriate scrutiny to demonstrate transparent and robust stewardship of public resources.
- 1.2. To demonstrate this, LEPs are required to publish a local Assurance Framework, setting out how they appraise, deliver, monitor and evaluate schemes to achieve value for money. Local Assurance Frameworks must adhere to the guidance laid out in the [National Local Growth Assurance Framework](#)
- 1.3. LEPs are accountable to government through their relationship with the Department for Business, Energy and Industrial Strategy and the Ministry of Housing, Communities and Local Government and their cross-department Cities and Local Growth Unit. LEPs are subject to regular review by government to assure they are fit for purpose, acting within the governance policies and sufficiently well-resourced to deliver their objectives, particularly in relation to the Industrial Strategy.
- 1.4. In [Strengthened Local Enterprise Partnerships](#) the government set out that LEPs should focus on the following four activities to support the development and delivery of their Local Industrial Strategy:
 - Strategy: Developing an evidence-based Local Industrial Strategy that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across their area
 - Allocation of funds: Identifying and developing investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impacts of its activities to improve productivity across the local economy
 - Co-ordination: Using their convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public and third sectors
 - Advocacy: Collaborating with a wide range of local partners to act as an informed and independent voice for their area.
- 1.5. It is therefore imperative that LEPs demonstrate the highest standards of conduct when carrying out their responsibilities. As part of this, LEP Board Members and Officers, in carrying out their duties, should have regard to the principles below. They should:
 - Act solely in the public interest in line with the [Nolan principles](#); make decisions purely on merit, in accordance with agreed LEP processes and act with regularity and propriety when managing public money
 - Keep records which demonstrate they meet all their legal obligations and all other compliance requirements placed upon them ensuring these are accessible if requested
 - Actively cooperate with stakeholders and other regeneration organisations. This involves engaging deliberately and constructively with the private sector and public sector including national and local partners such as: government departments, subnational bodies, Local Authorities, third sector representatives, community interest groups, universities and research institutions, Mayor Combined Authorities (MCAs) and other LEPs in order to collect information which can be factored into decisions
 - Ensure partnership working and engagement on projects or decisions which are likely to have an effect across LEP borders or significantly affect the plans of another LEP
 - Champion successes within their communities, including bringing to the attention of government local growth projects which should be recognised as innovative

or examples of best practice and ensuring that stakeholders are able to make informed decisions on local growth matters.

2. Introduction

- 2.1. Established in 2011, Dorset LEP is a private sector-led organisation responsible for speaking on behalf of businesses, championing important issues with government and ultimately driving the economic growth of Dorset.
- 2.2. Dorset LEP is responsible for setting the strategic direction for the Dorset economy and delivering an investment programme of around £275m (including match funding). Working in partnership with local government, businesses, educational institutions and other public, private and community sector organisations, Dorset LEP keeps Dorset firmly on the map.
- 2.3. Led by an experienced and dedicated board of public and private sector members, Dorset LEP aims to make Dorset the best place to do business in the UK by putting in place the building blocks to drive productivity in Dorset.
- 2.4. Dorset LEP's modern industrial vision is to double Dorset's productivity and economic output to £35.6 billion over the next twenty years, generating 80,000 jobs, building around 78,000 new homes and creating a local economy that is sustainable innovative and inclusive.
- 2.5. Dorset LEP is committed to meeting the National principles through its Local Assurance Framework.
- 2.6. Dorset LEP's Local Assurance Framework is subject to an annual review and will be updated to reflect any changes within Dorset LEP and emerging best practice.
- 2.7. Dorset LEP's Local Assurance Framework is published on the [Dorset LEP website](#).
- 2.8. Dorset LEPs Local Assurance Framework is split into the following sections:
 - Section 1: Strategic ambition and direction of Dorset LEP
 - Section 2: Roles, responsibilities and structure of Dorset LEP and the Accountable Body, Section 151 Officer
 - Section 3: Dorset LEP Policies and Procedures including Scrutiny and Audit arrangements
 - Section 4: Dorset LEP decision making processes and ensuring value for money
 - Section 5: Dorset LEP Programme Delivery and Management
 - Section 6: Dorset LEP Partnership working, stakeholder management and public engagement

3. Section 1: Strategic ambition and direction of Dorset LEP

- 3.1. Dorset is proud of its £18.6 billion contribution to the UK economy and its robust employment and business survival rates. However, like many parts of the UK, Dorset's productivity rate lags behind the national average and we face renewed global competition in a post-Brexit economy. Despite this, Dorset's economy is resilient, growing, and has the potential to deliver greater prosperity for Dorset and beyond for generations to come.
- 3.2. Dorset LEP's modern industrial vision is to double Dorset's productivity and economic output to £35.6 billion over the next twenty years, generating 80,000 jobs, building around 78,000 new homes, and creating a local economy that is sustainable, innovative and inclusive.



Figure 1 Our Ambition

- 3.3. Dorset LEP is committed to building a future where everyone living, working and studying in Dorset will be living better. Following submission of the [Local Industrial Strategy](#) for Dorset's economic growth, working with partners (including the region's two local authorities) Dorset LEP has developed a [portfolio of investment](#) for the next ten years to inspire confidence and attract private sector investment. The Dorset Low Carbon Investment Opportunities plan, which provides a roadmap to decarbonise Dorset, was commissioned by Dorset LEP in June 2021 and demonstrates our commitment to support a carbon zero Dorset by 2050.
- 3.4. Dorset LEP is committed to delivering the outcomes indicated in Figure 1 through our funded delivery and has already achieved those indicated in Figure 2.

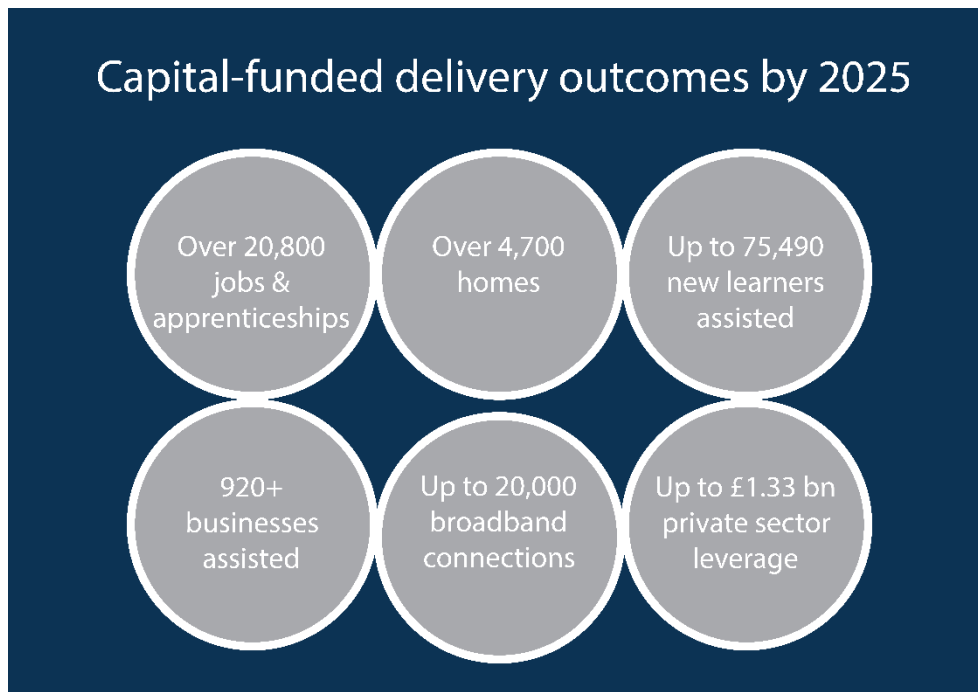


Figure 2 Funded Delivery Outcomes by 2025



Figure 3 Overview of achievements

4. Section 2: Roles, responsibilities and structure of Dorset LEP and the Accountable Body

4.1. This section provides information on the roles, responsibilities and governance structure of Dorset LEP:

- Dorset LEP Board Legal Personality
- Dorset LEP Geography
- Dorset LEP Board
- How the Dorset LEP Board operates and its support structure
- Government Accountability
- The Accountable Body and the Section 151 Officer

5. Legal personality

5.1. Dorset LEP is a Community Interest Company, incorporated in June 2016. Dorset LEP's Company Registration Number: 10246567

5.2. Dorset LEP's [Articles of Association](#) explain our purpose as well as our duties and responsibilities.

6. Geography

6.1. Dorset LEP covers the Dorset boundary including the Unitary Authorities of Dorset Council and Bournemouth, Christchurch and Poole Council.

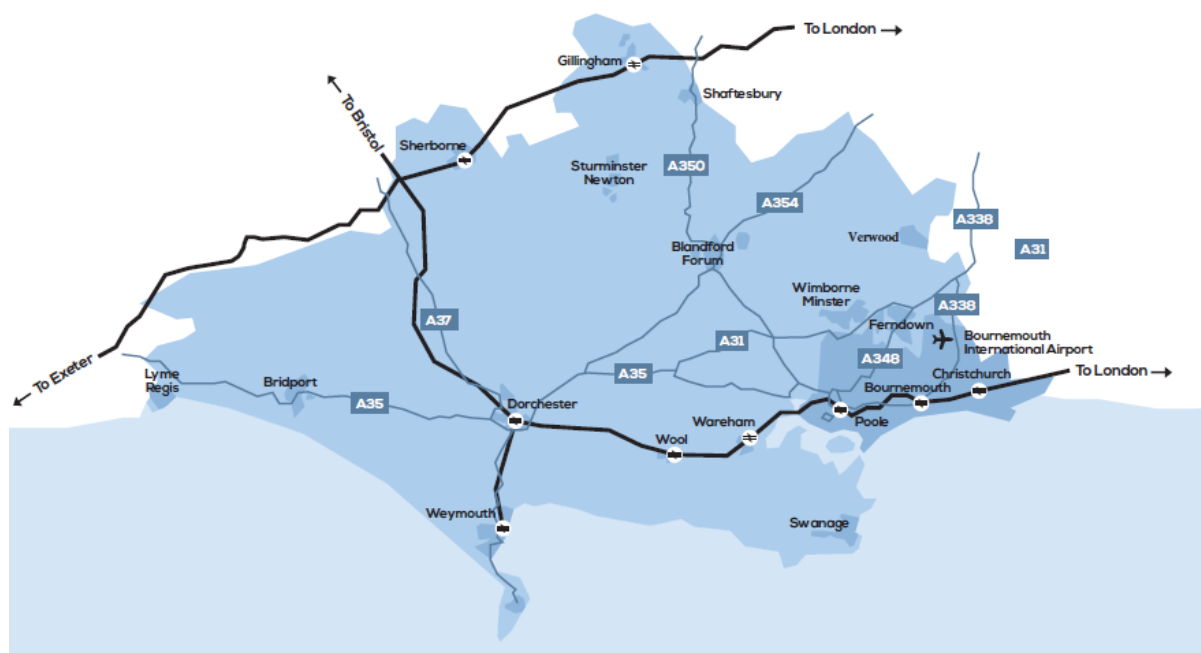


Figure 4 Map of Dorset

7. Dorset LEP Board

- 7.1. Dorset LEP is led by Board Members who are business leaders representing private and public sectors. The Board is required to have at least two-thirds private sector membership and must be one third female, and Dorset LEP is compliant with both elements.
- 7.2. The current membership of the Dorset LEP Board is set out publicly on the [Dorset LEP website](#); and includes their roles within the supporting sub-groups.
- 7.3. Dorset LEP Board membership will not exceed 20 members, with the option to co-opt an additional 5 members for 1 year.
- 7.4. Dorset LEP Board members can be in position for a 3-year term, with the possibility to extend for an additional 3 years.
- 7.5. Dorset LEP Board member job description is published on the [Dorset LEP website](#).

8. Dorset LEP Chair

- 8.1. [Dorset LEP's Chair](#) is Cecilia Buffon is from the private sector.
- 8.2. The Chair may sit for a defined term limit of 3 years, with an optional extension of 3 years. This is reflected in s10.1 of the Articles of Association.
- 8.3. Dorset LEP Chair job description is published on the [Dorset LEP website](#).

9. Dorset LEP Deputy Chair

- 9.1. Dorset LEP's [Deputy Chair](#) is Sara Uzzell.
- 9.2. Dorset LEP's Deputy Chair is also from the private sector to help with succession planning, as the Chair must be from the private sector.
- 9.3. The Deputy Chair may sit for a defined term limit of 3 years, with an optional extension of 3 years. This is reflected in s10.2 of the Articles of Association.
- 9.4. Dorset LEP's Deputy Chair job description is published on the [Dorset LEP website](#).

10. Dorset LEP SME representative

- 10.1. Dorset LEP's SME representative is [Sophia Story](#).

11. Dorset LEP Equality and Diversity representative

- 11.1. Dorset LEP's Equality and Diversity representative is [Sara Uzzell](#).
- 11.2. More details on the Dorset LEP Board members are on our [webpage](#).

12. Dorset LEP Board meetings

- 12.1. Dorset LEP Board meetings occur on a bi-monthly basis and are held virtually or at Dorset LEP Board member venues across Dorset.
- 12.2. Board members are expected to attend not less than 75% of Board meetings over a twelve-month period, as set out in the Articles of Association.
- 12.3. Declarations of interest will be recorded at the beginning of each Board meeting and detailed within the minutes.

- 12.4. Dorset LEP decisions can only be made at meetings where the meeting is quorate, as set out in the Articles of Association.

13. Board paper arrangements

- 13.1. Dorset LEP Board papers are emailed to Board members one week (7 calendar days) before the meeting. Board papers are password protected.
- 13.2. All Dorset LEP Board papers are published on the [Dorset LEP website](#), 5 working days before a meeting is due to take place. In some instances, where information is commercially sensitive, papers will be redacted or marked as confidential.
- 13.3. Dorset LEP Board meeting minutes are published 10 working days after the meeting has taken place.
- 13.4. Dorset LEP's Department for Business, Energy and Industrial Strategy (BEIS) Area Lead is invited to all Board meetings, and ad hoc sub-group meetings.
- 13.5. S151 Officer from the Accountable Body is invited to all Board meetings.

14. Dorset LEP committees

- 14.1. Dorset LEP Board reviewed and enhanced its governance structure in May 2019. Dorset LEP Board is supported by a number of [committees](#). The role of committees is to give strategic direction, provide governance and advise the Dorset LEP Board on key areas. Dorset LEP committees are outlined in Figure 4.
- 14.2. Each committee is chaired by a Dorset LEP Board member/ independent member who feeds directly into the Dorset LEP Board.
- 14.3. Each committee has its own Terms of Reference, which are published on the Dorset LEP website, along with group membership. The Terms of Reference are updated on annual basis.
- 14.4. Following committee recommendations, all final decisions are made by the Dorset LEP Board.
- 14.5. Every committee publishes agendas, papers and minutes on its respective webpages.

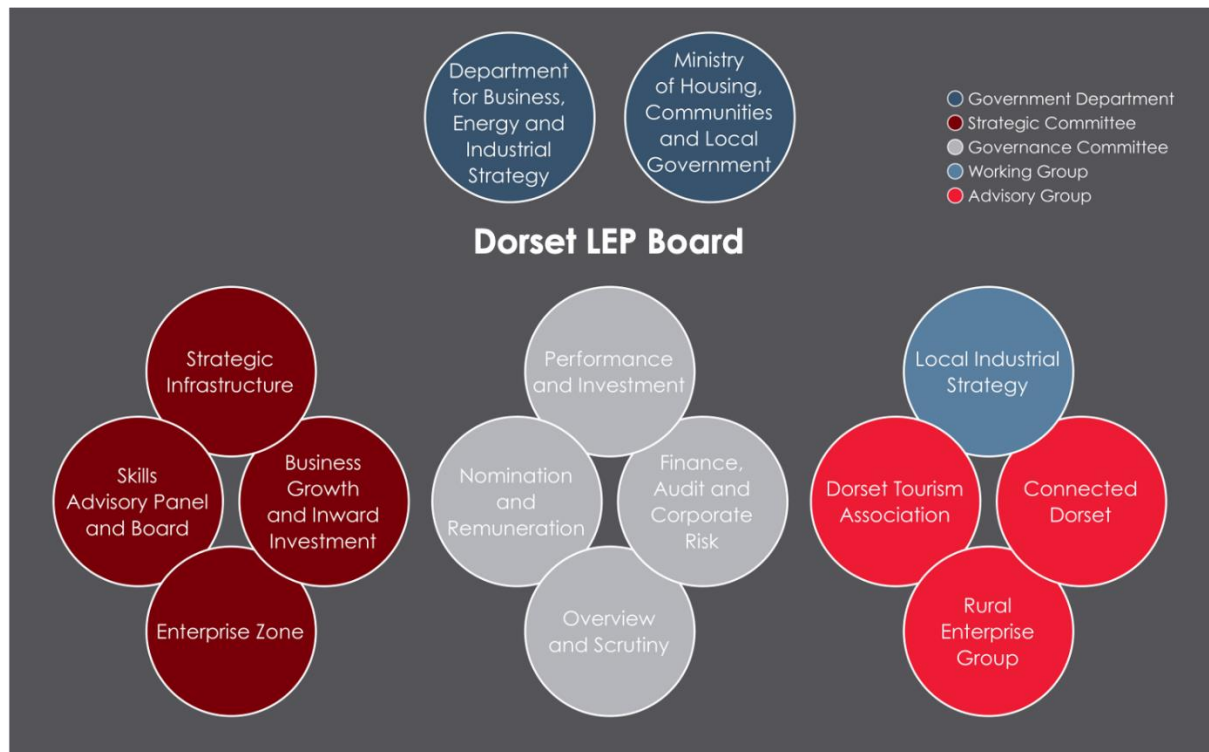


Figure 5 Governance Structure

15. Equality & Diversity

- 15.1. Dorset LEP is committed to having a Board, which embraces diversity and promotes equality of opportunity within Dorset, as set out in our [Equality and Diversity Policy](#). Dorset LEP is committed to improving the gender balance and representation of those with protected characteristics on its board, with an aim that women achieve equal representation on the Dorset LEP Board by 2023, ensuring the Dorset LEP board is representative of the businesses and communities they serve.
- 15.2. Dorset LEP Board has appointed Sara Uzzell as the Equality and Diversity Champion.

16. Recruitment

- 16.1. Dorset LEP operates an open, competitive recruitment process for [Board appointments](#).
- 16.2. When positions on the Dorset LEP Board become available, they are publicly advertised for at least 28 days and interested candidates are required to submit a CV, covering letter and a screening questionnaire.
- 16.3. The arrangements for appointing new Board members and Chairs are set out in s22-29 of the Articles of Association.

17. Succession planning

- 17.1. The latest round of recruitment was undertaken in September 2020. Dorset LEP Board members will shortlist several potential candidates which can be drawn from should they be required.
- 17.2. Candidates will be interviewed and details are held on a database for 12 months and then reviewed.

- 17.3. In any recruitment round, should vacancies for roles not be able to be filled, further recruitment will take place.
- 17.4. The Nomination and Remuneration commit will review current Board member positions to ensure that Dorset LEP Board and Committees have the right skills to carry out their roles and responsibilities.

18. Induction

- 18.1. All new Board Members are subject to a formal mandatory induction process. Dorset LEP has an induction pack which is sent to new Board members prior to them attending a formal induction with the Dorset LEP Director and Chair.

19. Training

- 19.1. Dorset LEP will ensure that Board members have the capacity and capability to deliver their respective roles; to remain up to date with relevant technical information, governance arrangements and information about Dorset. This is facilitated through the Dorset LEP private sector members bi-monthly meetings.
- 19.2. Dorset LEP board members will engage with the national training programme when it is in place.

20. Resignation

- 20.1. Dorset LEP Board Members may resign at any time, provided suitable notification is given to the Chair and at least two Board Members remain in office. See s30.9 of the Articles of Association.

21. Dorset LEP independent secretariat

21.1. The Dorset LEP executive team support the Dorset LEP Board in the delivery of its strategic objectives. The Dorset LEP secretariat is employed by Bournemouth University and all staff are seconded to Dorset LEP (CIC) Ltd.

21.2. A chart depicting Dorset LEP core team functions is below:



Figure 6 Dorset LEP Core Team Structure Chart

21.3. More information about the roles and responsibilities in relation to their role in supporting Dorset LEP decision making is available on the [team page](#) of the website.

22. Training

22.1. Dorset LEP is committed to ensuring that the Dorset LEP team have the capacity and capability to deliver their respective roles. Dorset LEP abides by the Bournemouth University HR and appraisal process for continued professional development.

22.2. Dorset LEP will hold regular team briefings for the Dorset LEP Team to ensure that all members are kept up to date with relevant technical information, processes and governance arrangements, as well as sharing information and best practise within the team.

22.3. Dorset LEP team will enhance their understanding, share best practice and network through themes e.g. housing, skills, data, with the LEP Network and other LEPs.

23. Government accountability

23.1. Dorset LEP is also overseen by Department for Business, Energy & Industrial Strategy (BEIS) and Ministry of Housing, Communities & Local Government (MHCLG). The [Accounting Officer System Statement](#) set outs the national assurance system:

- The National Assurance Framework sets out standards around transparency, accountability and value for money which LEPs must comply with in composing their own local assurance frameworks
- A monitoring and evaluation framework including regular reporting against agreed output metrics through quarterly returns and discussions with Area Leads
- Annual performance appraisals with each LEP
- Deep dives to review LEP governance, accountability and transparency.

23.2. Dorset LEP has a dedicated Area Lead from BEIS and MHCLG.

24. Accountable Body

24.1. The Accountable Body is responsible for overseeing the proper administration of financial affairs within each LEP when these affairs relate to public funds. Accountable Bodies have the following functions:

- **Financial function:** Arrangements for receiving funding from government, holding our bank accounts etc
- **Oversight function** – processes such as LEP governance and transparency, compliance with the Framework and transparency arrangements, to ensure that the checks and reporting requirements of Section 151 Officer are met. Including retaining information regarding decisions on funding
- **Support function** – technical advice on the relevant law discussing risks associated with pursuing any course of action.

24.2. Dorset LEP is supported by a single local authority as the Accountable Body, Dorset Council.

24.3. A service level agreement is in place between Dorset LEP and Dorset Council, clearly setting out the role and responsibilities of the Accountable Body. This document is published on the [website](#).

24.4. Given Dorset LEP's non statutory status and in line with the government's Accounting Officer System Statement, funding is not paid to Dorset LEP directly, but to the Accountable Body. The Accountable Body receive these funds on Dorset LEP's behalf, they are ring fenced and enter separate bank accounts for Dorset LEP to ensure that they are properly accounted for alongside other Local Authority Funding.

24.5. The Accountable Body holds three bank accounts for Dorset LEP:

- Core Fund
- Getting Building Fund
- Growing Places Fund.

25. Section 151 Officer

25.1. The Section 151 Officer of the Accountable Body plays an important role regarding governance and financial oversight. There are clear [guidelines](#) for the role of the S151 Officer set out by the Chartered Institute of Public Finance and Accountancy (CIPFA), which Dorset LEP and Dorset Council adhere to.

25.2. The five principles for the Section 151 Officer:

- Enshrining a corporate position for the Section 151 officer in LEP assurance

- Creating a formal/ structure mandate for the Section 151 Officer
 - Embedding good governance into decision making
 - Ensuring effective review of governance
 - Ensure appropriate skills and resourcing.
- 25.3. Dorset LEP will ensure that the Section 151 Officer will be given sufficient access to information to carry out their function.
- 25.4. The S151 Officer must provide assurance to government of Dorset LEP's compliance with the National Assurance Framework and must provide a letter to this effect by 28 February each year.
- 25.5. The S151 Officer also maintains oversight of Dorset LEPs performance in all matters of governance and must provide a statement to government each year as part of the Annual Performance Review. This statement is published on the [Dorset LEP website](#).

26. Section 3: Policies and Procedures

- 26.1. Dorset LEP is committed to exceptional standards of governance; it has systems and processes in place to ensure the overall direction, efficiency, regulation and accountability of the organisation. This includes communicating with local stakeholders in an effective and transparent manner. To achieve this goal, all key information relating to the operation of the Dorset LEP is available within the [Governance](#) section of the Dorset LEP website.
- 26.2. Please see Dorset LEP's Policies and Procedures below, these are reviewed annually at a minimum.
- 26.3. Please note that all staffing governance policies are in addition to the employment conditions from Bournemouth University.

27. Annual Report

- 27.1. Dorset LEP is committed to reporting on the successes of delivery over a financial year. This is done through the Annual Report.
- 27.2. Dorset LEP's current annual report and past copies are published on the Dorset LEP [website](#). On this page, you can view the latest Annual Report as well as past copies.

28. Assurance Framework

- 28.1. Dorset LEP's Local Assurance Framework demonstrates our commitment to transparency and accountability and sets out our approach to appraise, deliver, monitor and evaluate schemes to achieve value for money.

29. Code of Conduct

- 29.1. All Dorset LEP Board members and staff adhere to a Code of Conduct, which adopts the Nolan Principles of Public Life as its basis. Board members and staff signed Code of Conduct forms are published on the website on their [profile page](#).
- 29.2. [Board Code of Conduct](#)
- 29.3. [Staff Code of Conduct](#)

30. Confidential Complaints Policy

- 30.1. Dorset LEP has a confidential complaints policy in place for use by any third party, stakeholder or member of the public if required. This is available on our webpage.

31. Conflict of Interest Policy

- 31.1. The arrangements for managing and monitoring Member's conflicts of interest are set out in s19-21 of the Articles of Association and in Dorset LEP's formal [Conflict of Interest Policy](#) is published on the Dorset LEP [website](#).
- 31.2. All Dorset LEP [Board Members](#) must complete a Conflict of Interests form. Forms are available to download/view on their individual profiles on the Dorset LEP website.
- 31.3. Forms must be updated annually, or as soon as any new potential conflict of interest becomes known.
- 31.4. Board Members take responsibility for ensuring that their conflicts of interest forms are up to date and the Dorset LEP Chair ensures compliance.
- 31.5. All [staff](#) adhere to a staff [Conflict of Interest Policy](#) and complete a form. Forms are available to download/view on their individual profiles on the Dorset LEP website.
- 31.6. Staff members take responsibility for ensuring that their conflicts of interest forms are up to date and the Dorset LEP Director ensures compliance.

32. Data Policy

- 32.1. Dorset LEP strives to meet the highest standards when collecting and using personal information and the data relevant to delivery of Dorset LEP's Strategy and funded delivery, in accordance with data protection law.
- 32.2. This [policy](#) sets out how Dorset LEP handles data and how we comply with the requirements of the General Data Protection Regulation (GDPR) this includes:
- Types of data collected, how we collect and store data
 - Handling of confidential and exempt information
 - Publication of papers relating to the Dorset LEP Board and sub-group meetings
 - Freedom of Information requests
- 32.3. Dorset LEP's nominated data contact is the [Head of Governance & Operations](#).

33. Delivery Plan

- 33.1. Dorset LEP published the latest Delivery Plan in March 2021. Dorset LEP's Delivery Plan sets out the activities that Dorset LEP will carry out in the 2020/21 financial year and is split into 3 parts:
- Part 1: Strategic Activity
 - Part 2: Programmes & Investment
 - Part 3: Corporate Services

33.2. Equality and Diversity Policy

- 33.3. Dorset LEP is dedicated to supporting equality and diversity. Dorset LEP recognises that Dorset LEP has a role in promoting diversity and eliminating discrimination and seeks to do this in the way Dorset LEP conducts its business.
- 33.4. Dorset LEP has an [Equality and Diversity Policy](#).

33.5. Dorset LEP Equality and Diversity Policy Champion is [Sara Uzzell](#).

34. Financial Reporting Policy

- 34.1. In addition to core programme funding received from government, we receive further funding and investment from our partners including the local authorities which provide a significant resource to support our work and activities to directly impact Dorset's economy.
- 34.2. Dorset LEP publishes [financial statements](#) each financial year on a dedicated webpage and in Dorset LEP's Annual Report. We also provide a link to the Accountable Body accounts on our [website](#).
- 34.3. Dorset LEP also publishes [financial transactions](#) made over the value of £500. Information is provided on monthly basis, published one month in arrears.

35. Hospitality and Anti-Bribery Policy

- 35.1. Dorset LEP is committed to ethical standards of business conduct. Dorset LEP's [Hospitality and Anti-Bribery Policy](#) sets out policies and procedures to ensure hospitality received does not cross the line into bribery.

36. Procurement Policy

- 36.1. Dorset LEP abides by the Public Contracts Regulations 2015 (PCR 2015) for the procurement of goods, services and works as set out in the relevant thresholds and the procurement methods in the table below. We also have a procurement process manual so all staff are fully briefed on regulations and processes.

Works/services/supplies value	Procurement method
£0 - £50k	Best Value
£50k - £100k	Obtain Quotations (3)
£100k – EU Threshold	Invite Tenders (3)
EU Threshold +	Statutory

37. Request for Letter of Support

- 37.1. Dorset LEP has a process for organisations that are requesting letters of support for projects, to accompany funding applications. The [request form](#) should be completed for Dorset LEP's consideration.

38. Risk Management

- 38.1. The Dorset LEP Risk Framework details processes and assurances around risk management. Project and programme delivery risks are managed by the Dorset LEP Team and the entire Risk Register which includes corporate risk is reviewed quarterly by the Finance, Audit & Corporate Risk Committee. Any items requiring Board attention will be escalated via this Committee via the process outlined in the Risk Framework.

39. Overview and Scrutiny

- 39.1. Dorset LEP has an Overview & Scrutiny Policy detailing the arrangements for managing these aspects within the organisation and for making positive recommendations for how future decisions of Dorset LEP can be effectively implemented. The dates and meeting minutes are published on the website.

40. Travel Expense Policy

- 40.1. Dorset LEP Board members are not remunerated – except the Chair role – but are entitled to claim reasonable travel expenses if travelling on Dorset LEP business. Dorset LEP Board Travel and subsistence expenses are claimed in accordance with the [expenses policy](#).
- 40.2. Information on total value of expenses claimed by all Board members each year is published on our [website](#).

41. Whistleblowing Policy

- 41.1. Dorset LEP [Whistleblowing Policy](#) outlines the process to follow for a discloser when reporting a perceived wrongdoing within Dorset LEP, including something they believe goes against the core values of Standards in Public Life (the Nolan Principles) and the Code of Conduct for Dorset LEP Board Members and staff.

42. Section 4: Decision making processes and ensuring value for money

- 42.1. Dorset LEP has robust arrangements in place to ensure value for money and effective delivery, through strong project development, project and options appraisal, prioritisation and business case development.
- 42.2. The process for [decision making](#) and ensuring value for money is published on the Dorset LEP website, an overview is detailed below in figure 6.
- 42.3. All investment decisions for the use of public funds are made with reference to the relevant statutory requirements, conditions of funding and in line with the objectives of other appropriate and relevant bodies e.g. Subnational Transport Body.
- 42.4. Decisions which are made in contravention of the process will be invalid based on noncompliance unless the Board has given prior approval for variation in the decision-making process.
- 42.5. Dorset LEP is wholeheartedly committed to ensuring the best possible value for money in its use of public resources.
- 42.6. A robust due diligence system has been put in place to provide clear and transparent guidance on how Dorset LEP projects are selected, appraised, approved, delivered and monitored.

43. Scheme of delegation

- 43.1. A [scheme of delegation](#) is in place, setting out the arrangements for how operational business decisions are taken by Dorset LEP Director.
- 43.2. Board Members' powers of delegation are set out in s11 of the Articles of Association.
- 43.3. Decision Making and ensuring value for money is outlined through our processes below and published in full on the Dorset LEP website as part of our [Decision Making](#)

44. Section 5: Programme delivery

- 44.1. Dorset LEP, with our partners, has successfully secured around £320 million-worth of central government and European funds (including match funding) for the Dorset economy and is responsible for the stewardship of public funds across a range of programmes below. Figure 8 shows a range of the projects benefiting from Dorset LEP investment, as well as their locations across Dorset.

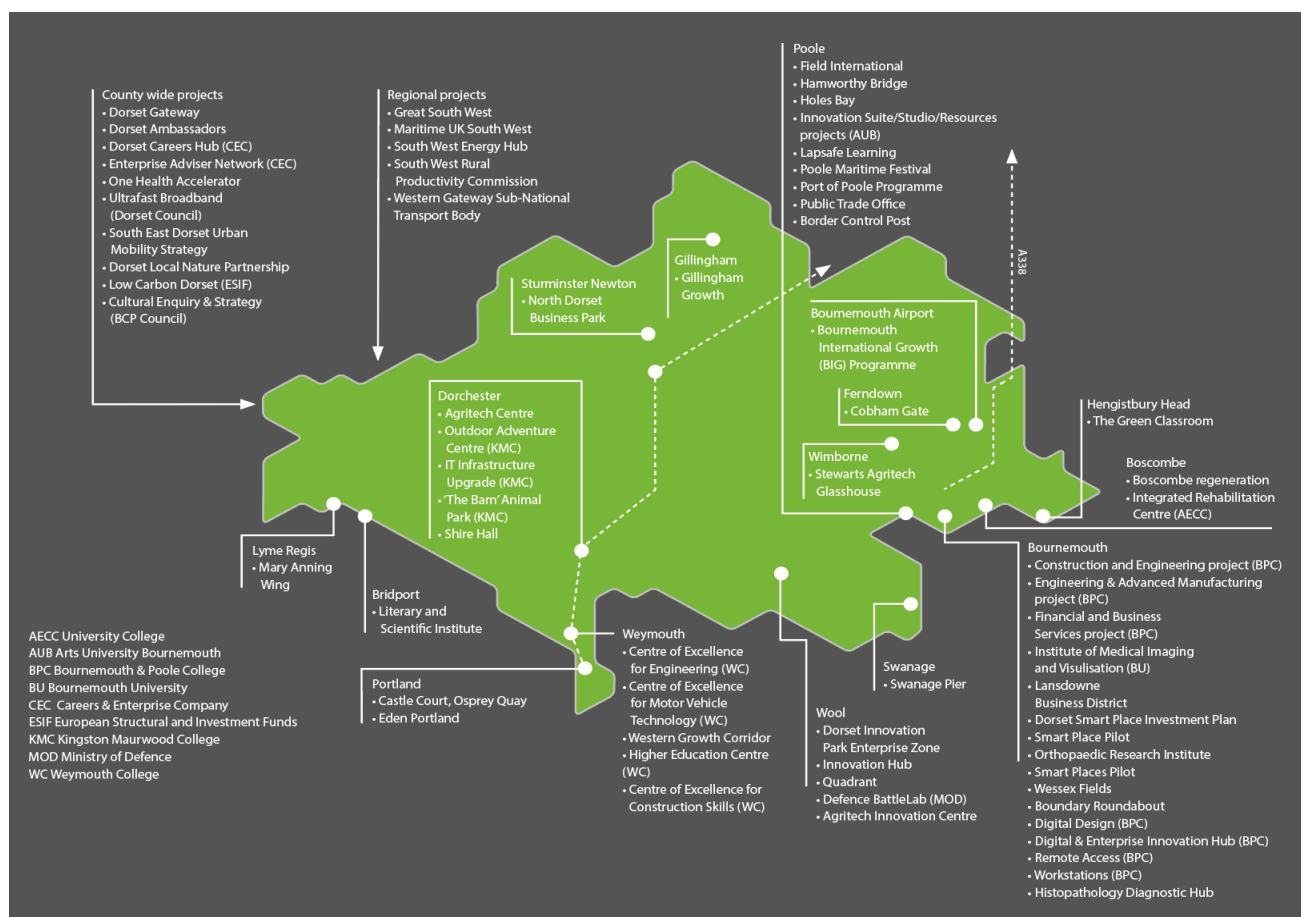


Figure 7 Map of projects benefiting from Dorset LEP investment and their locations

45. Programme management

- 45.1. Dorset LEP processes and procedures for programme and project management reflect [PRINCE2](#) principles and methodologies.
- 45.2. Projects and programmes are reported to the Dorset LEP Board by exception, which means that operational decisions can be taken by each project team, providing they are within the agreed scope for time and cost. Any exceptions must be reported to the Dorset LEP Board for decision.
- 45.3. The delivery committees make recommendations to the Dorset LEP Board for decisions relating to delivery, which is in line with their delegated authority. Any decision outside of the committees' delegated powers are taken at the Dorset LEP Board. There are arrangements for the Dorset LEP Board to take decisions by written procedures provided in the [Articles of Association](#), for instances where a decision cannot wait until the next scheduled Board meeting.

- 45.4. All Dorset LEP Board papers are published on the Dorset LEP website, 5 working days before a meeting is due to take place. In some instances, where information is commercially sensitive, papers will be redacted or marked as confidential.

46. Risk management

- 46.1. In 2015, the Dorset LEP Board has adopted management by exception as its approach to managing risk in [programme delivery](#) and maintains overall oversight of programme and project risk.
- 46.2. Each project delivery team maintains a risk register as part of project monitoring. Where delivery exceeds agreed risk tolerances for time, cost, quality or reputation, then an exception report must be produced for the Dorset LEP Board. Where there is also a committee overseeing specific part of Dorset LEP's programme delivery, then the exception report must also be considered by that committee as part of their delegated authority defined in their Terms of Reference.
- 46.3. If a project exception leads to a need to change an aspect of delivery, then a change request report must be produced. The change request must be considered by the relevant committee, subject to their delegated authority, before the Dorset LEP Board's consideration. Any decision made by a committee, is reported and recorded at the subsequent Board meeting.

47. Contractual arrangements

- 47.1. All awards of funding by the Dorset LEP are made through a formal contractual arrangement. This takes the form of a Grant Agreement, Service Level Agreement, Supply of Services Contract or Preliminary Funding Agreement, depending on the nature of the funding being transferred.
- 47.2. All funding agreements have been professionally drawn up by appropriate legal professionals. They must be signed by at least two parties to include the Dorset LEP Chair and Chief Executive (or agreed suitable equivalent) of the funding recipient.
- 47.3. No funding can be drawn down without a fully signed agreement in place.

48. Monitoring and evaluation

- 48.1. All Dorset LEP projects are contractually committed to deliver a range of outputs and outcomes in return for investment of public funds.
- 48.2. Monitoring of successful delivery is carried out through the individual project monitoring documentation, through governance structures and reported to the Dorset LEP Board (bi-monthly) and to government (quarterly).
- 48.3. The Dorset LEP monitoring and evaluation process is included in the [decision making process information](#) and [Monitoring and Evaluation Plan](#), and both are published on the [website](#).

49. Transparency on programme delivery

- 49.1. Dorset LEP has a [project grid](#) detailing all projects, as well as a dashboard and forward plan to summarise the funded programmes, as well as timescales of delivery.

50. Dashboard and forward plan

- 50.1. These documents show all of Dorset LEP programmes, summarising the individual projects within each programme, and highlighting progress against delivery of outputs and outcomes. It details the amount of funding allocated as well as the match funding and total value of the project, as well as spend to date.
- 50.2. The forward plans outline the key milestones of delivery for each of the projects through due diligence, design, construction and completion. These documents can be found on our [website](#).
- 50.3. Further details about our funded programmes are below.



51. [Dorset Gateway](#)

Funding secured (including match funding): £2,541,000 as of Q1 FY 2021/22.

- 51.1. Dorset LEP receives funding from government to provide an impartial business support service to Dorset businesses.
- 51.2. The programme of work is managed by the [Performance and Investment Committee](#). The terms of reference and membership are published on the Dorset LEP website.
- 51.3. The Performance and Investment Committee is responsible for monitoring the delivery of the Dorset Gateway and is accountable to the Dorset LEP Board.
- 51.4. The [Business Growth and Inward Investment Committee](#) helps drive and inform elements of work connected to the development of the local business support offering. This in line with the 'business environment' foundation of productivity that is reflected in Dorset's Local Industrial Strategy. Whilst this committee is not responsible for scrutinising the delivery of the Dorset Gateway project, they do help to inform and shape the current and future delivery of the project.



52. [Dorset Growth Deal](#)

Funding secured (including match funding): £246,644, 367 as of Q1 FY 2021/22

Funding period: April 2015 – March 2021

- 52.1. Each project is managed by a core operational team consisting of representatives from the delivery partner and a Dorset LEP Programme Manager.
- 52.2. Dorset LEP manages a number of projects within a programme – where multiple schemes are connected by a place or theme and have a mutual benefit and outcomes. Dorset LEP's two largest programmes are the [Bournemouth International Growth \(BIG\) Programme](#) and [Port of Poole Programme](#).
- 52.3. The Dorset Growth Deal is overseen by the [Performance and Investment Committee](#), chaired by the Dorset LEP Board Chair, and reports directly to the main Dorset LEP Board. The Committee has delegated decision making as per its [Terms of Reference](#).

53. [Dorset Careers Hub – Careers and Enterprise Company](#)

Funding secured (including match funding): £1,685, 942 as of Q1 FY 2021/22

- 53.1. Dorset LEP works with The Careers and Enterprise Company (CEC) and local authority partners in delivering a Dorset wide Enterprise Adviser Network (EAN) and Dorset-wide Careers Hub.
- 53.2. The Enterprise Adviser Network is managed by the Dorset LEP Head of Skills, Enterprise & Industry and governed through the [Dorset LEP Skills Advisory Panel & Board](#)
- 53.3. Terms of reference for the group and its membership are published on the website.



54. [Enterprise Zone](#)

- 54.1. Dorset LEP were successful in gaining Enterprise Zone status for the Dorset Innovation Park in 2015. Dorset Innovation Park Enterprise Zone is an advanced engineering cluster of excellence for the South West, building on strengths in marine, defence and energy.
- 54.2. Dorset LEP is accountable to government for the management of the Dorset Innovation Park Enterprise Zone and is working in partnership with Dorset Council to help realise its potential.
- 54.3. The Enterprise Zone is overseen by the [Enterprise Zone Committee](#) and Memorandums of Understanding are in place with BEIS.
- 54.4. Terms of reference and membership of the Committee are published on the [Dorset LEP website](#).

55. [European Structural Infrastructure Fund \(ESIF\)](#)

Funding secured (including match funding): £47,100,000 Q1 FY 2021/22.

- 55.1. Dorset LEP, in line with national policy, wrote the 2014-2020 ESIF Strategy for Dorset which supports the Strategic Economic Vision for Dorset and delivery of Dorset LEP's funded delivery programme.

56. [Growing Places Fund](#)

Funding secured (including match and reinvestment): £23,534,711 as of Q1 FY 2021/22.

- 56.1. Dorset LEP was allocated £9.7m as a revolving loan scheme to support innovation, productivity and the creation of jobs and housing in Dorset.
- 56.2. The Growing Places Fund is overseen by the Performance and Investment Committee, chaired by the Dorset LEP Board Chair, and reports directly to the main Dorset LEP Board. The Committee has delegated decision making as per its [Terms of Reference](#).
- 56.3. [The Growing Places Fund prospectus](#) clearly sets out the arrangements for identifying, appraising, monitoring and evaluating Growing Places Fund projects and all funded projects can be found on our webpages.

57. [Getting Building Fund](#)

Funding secured (including match funding): £12,353,056

- 57.1. Dorset LEP was allocated £11.8m funding in 2020 to deliver jobs, skills and infrastructure across the region to target economic challenges as a result of the coronavirus pandemic. It is supporting the delivery of shovel-ready infrastructure projects boost economic growth, and fuel local recovery and jobs.

58. Section 6: Dorset LEP partnership working, stakeholder management and public engagement

- 58.1. Dorset LEP works with several partners both within Dorset and across the wider region and nationally to ensure that strategic investments aligns with Dorset LEP's ambitions and that best practice is shared.
- 58.2. Dorset LEP commits to continue working with the LEP Network through the themed meetings, including the commitment to work with LEPs across the country to shape pieces of work.
- 58.3. Dorset LEP's Communication Managers produce a report for each Board meeting outlining the communication and media engagement that has taken place over the past two months.
- 58.4. Dorset LEP is committed to ensuring business, local authorities, the community and wider public are engaged in our strategy development and decision-making processes.
- 58.5. How Dorset LEP does this is set out in the following section.

59. Partnership and collaboration

- 59.1. Dorset LEP is partnered with several different bodies, including local authorities, other LEPs and member organisations to develop and deliver strategy and projects within Dorset. Further information can be found on the [Dorset LEP website](#).
- 59.2. The Great South West is a key partnership and on-going collaboration with Cornwall & Isles of Scilly LEP and the Heart of the South West LEP. This partnership unites the south west region and creates a clear voice and an ambitious vision for the wider region, which focuses on clean and sustainable growth, utilising our outstanding natural assets and thriving blue and green economies. Further information can be found on the Dorset LEP [website](#). Our Great South West prospectus available to download on our [website](#).

60. Stakeholder management and engagement

- 60.1. Dorset LEP also engages with a number of stakeholders across Dorset LEP – further information about stakeholder engagement is below and our focus for each year will be published in our [Delivery Plan](#).
- 60.2. Dorset LEP is committed to engaging, networking, facilitating discussions and where appropriate brokering with stakeholders from the business community and the wider public and has several successful examples such as the creation of the Dorset Local Industrial Strategy.

61. Dorset LEP uses several platforms to engage its stakeholders

- 61.1. **Annual General Meeting** – Dorset LEP holds an annual general meeting, open to the public.

- 61.2. **Conferences** – Dorset LEP endeavours to host an annual conference, open to the public, as well as additional conferences and business events (e.g. business breakfasts) throughout the year focused on key issues or to develop strategy, as outlined above. All events or conferences are publicised on the [Dorset LEP website](#).
- 61.3. **LinkedIn** – Dorset LEP has a public [LinkedIn](#) page. Dorset LEP Board members and staff also have their own personal accounts where they complement and share posts from the Dorset LEP feed.
- 61.4. **Newsletters** – Dorset LEP publishes regular newsletters with updates on Dorset LEP activities, including opportunities for engagement from the community, key milestones on our programme delivery and information about Dorset.
- 61.5. **Press releases** – Dorset LEP publishes press releases direct to the media as well as on the website, and is fully compliant with communications requirements set by government for individual programmes
- 61.6. **Publications** – Dorset LEP publishes an Annual Report each year as well as articles in other publications across Dorset, including the Dorset Chamber of Commerce and Industry (DCCI) magazine and monthly newsletter.
- 61.7. **Surveys** – Dorset LEP runs a range of surveys to gain insight from stakeholders, as necessary.
- 61.8. **Twitter** – Dorset LEP has three Twitter accounts: a core account for all relevant news and information (handle: [@DorsetLEP](#)), a Dorset Gateway account for business support and engagement activity (handle: [@dorset_gateway](#)) and a Dorset Careers Hub account for engagement with careers education stakeholders (handle: [@DorsetCEC](#)). Dorset LEP board members and staff also have their own personal accounts where they complement and share tweets from the Dorset LEP accounts. Dorset LEP has developed a social media policy which outlines hashtags and strap lines to us on our social media sites.
- 61.9. **Website** – Dorset LEP has a dedicated [website](#) and it is one of the main ways that Dorset LEP provides information on the work that we complete, including detailing our strategic direction and documents, our governance structure and processes and our delivery through programmes such as Enterprise Zone and Business Support.

62. Programme communications

- 62.1. Dorset LEP has developed [Project Communications Guidance](#), which covers brand guidelines and communications protocols. This document includes the government guidelines and is annexed to all delivery agreements Dorset LEP has in place. In addition, clauses within the agreements outline the process for publishing information on the project, through documentation, press release and social media.
- 62.2. Dorset LEP ensures that government guidelines are met through the information that is published on the Dorset LEP website, including logos on relevant project pages.
- 62.3. Dorset LEP forward plan, outlined above, highlights the key milestones of projects, and Dorset LEP works with the National Communications Team to gain ministerial quotes for press releases linked to all key milestones as identified by government.