

Transforming Dorset

Strategic Economic Plan



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**Professor. Iain MacRury,
Head of Research and Knowledge Exchange,
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Foreword

As Chair of the Dorset LEP, I take great pride in submitting *Transforming Dorset* to government. Our Strategic Economic Plan encapsulates our core themes of Talented Dorset, Competitive Dorset, Connected Dorset and Responsive Dorset. These have guided Board members from the start of the Dorset LEP. Lately, they have framed discussions with partners across the LEP region as we have worked to develop a shared vision, a shared framework for growth and, now, this, our strategic outline for local economic development for the new few years, 2014/15-2021.

We recognise the challenge that the Government faces in re-balancing the UK economy and support the early actions designed to stimulate growth through Enterprise Zones and City Deals. Dorset has not benefited from these early interventions directly. We have, however, been able to use the Growing Places Fund to great effect in the region. Our early successes targeting local investment in Dorset demonstrate the effectiveness of the Dorset LEP in its role as a platform supporting growth.

Dorset is a competitive, diverse and successful economy. Financial services and advanced and marine engineering are at the centre of our economic capability. Future development will depend on their continued success. They surpass better-recognised local strengths, agriculture and tourism, although these two well-established local sectors must continue to show productive capacities for innovation. Investment in renewal will secure future growth in these areas.

We have set out an ambitious set of proposals highlighting over £600million in potential investments across the region. The strategy stands as a compelling statement of Dorset's potential for growth and transformation. The LEP is well equipped to manage, prioritise and scale investments, even while remaining committed to the principle of encouraging initiative and opportunity across the region.

The potential identified across the portfolio of projects and initiatives outlined is, truly, transformative. A snapshot sets the scene. Proposed investments in the Dorset local economic region would deliver over 70,000 new jobs. It would leverage over £1.3bn in private investment. The acceleration of 7000 new homes and the stimulus to 1000 new business start-ups stands as a strong proposition for growth. The concrete skills development plans that will reduce the incidence of NEETs to 0% in this region within 5 years signals an attentiveness to growth that recognises the interdependence of all sectors of the economy. Our strategy locates growth potential in advanced, hi-skills and hi-tech invention, but also in comprehensive skills and educational development opportunities at all levels across the region.

We want to add impetus to the internationalisation of the

economy. We have identified potential to increase FDI by £160million in five years. At the same time an additional 400,000 International tourists would enjoy Dorset's natural assets, joined by over 2,900,000 new domestic visitors.

We want to seize this opportunity. We are optimistic, but we are also alert to threats. We must support our ageing population. We must address pockets of unemployment and decline (notably around Weymouth and Portland). We must retain skilled workers and attract more – to focus growth on key sectors. We must close skills gaps. Without this real growth will not accrue or be sustained. Stagnation in the context of so much potential would stand as an opportunity missed, for Dorset, but, also for the UK.

Our strategy is future- and growth- oriented. We are already talking about a new economy in the region. Within a few years our two expanding Universities will be working yet more closely with local businesses, including with local and international creative and digital industry partners, unlocking talent and innovation. We will see a Joint Universities Business campus stimulating new investment and placing Dorset as one of the UK's leading specialist creative and digital centres: new ideas, new networks, new jobs for talented inventive young people. We want to keep them in the region.

We have included a proposal to accelerate Silicon South. This ambitious programme will place local strengths in ICT, animation, visual effects (VFX), filmmaking and creative communications on a global stage.

Dorset has two of the most significant infrastructure investment proposals in the south of England. Both have the full support of the wider partnership. These opportunities formed the major propositions within our original City Deal proposal. They are:

- To open space at the Aviation Park, Bournemouth Airport, with the potential to generate up to 16,000 jobs;
- To complete the regeneration at the Port of Poole with the potential to accommodate up to 5,000 jobs.

This scale of new development is needed if we are to accommodate projected growth. The Dorset LEP region has amongst the highest growth forecasts in the south of England. Dorset is on an upward trajectory. But we need headroom. These two core infrastructure proposals are geographically located in the Bournemouth-Poole conurbation and close to the Solent economy. They will deliver urgently needed central locations for major new investment to realise national-level economic impacts.

Transforming Dorset takes in further and wider horizons too. The strategy will inform productive efforts to open up

and connect urban and rural localities in the LEP region. Unlocking stalled development is a central tenet in our strategic approaches, both for housing and for other land-based economic developments. We have developed funding frameworks to exploit untapped potential in the region's coastal and rural towns and across the region. Dorset's Growth Towns programme will mobilise resources to re-invigorate our smaller towns, amplifying contributions they can make in the local and national economy. We believe this work will set a template for town-based renewal across the south of England.

Our Unlocking Potential Fund will focus and co-ordinate approaches across local government functions in order to assess and to bring forward important development for housing, mixed-use developments and business parks across our coastal and rural towns, unlocking economic benefits. We value our productive partnership with the Homes and Communities Agency. Our Local Authorities are fully committed to increasing new housing development over the next five years and to working closely with the HCA; to accelerate stalled developments and the provision of new and affordable housing. Unlocking Potential is designed to catalyse this work.

Local growth depends upon connectivity. We will secure comprehensive Broadband development and unblock and optimise physical transportation routes. The plan outlines targeted road, rail and port infrastructure developments. These projects provide further major underpinnings to complement Dorset's push for growth. A detailed transport strategy cuts across the programmes and projects outlined in *Transforming Dorset*. Our projects, including those at the Airport and at Poole and the jobs and investment they can leverage depend upon concerted action in transport.

These high priority, high impact and high visibility core programmes must be embedded within a renewed business, skills and training infrastructure. To develop places we must, also, enable local people to develop the skills they need to innovate and adapt in a transforming and competitive, entrepreneurial economy. Local growth depends on integrative actions across and between programmes and projects; skills are at the heart of the plan for growth.

The LEP Board is working with employers, the FE sector, our universities, schools, colleges and trainers to ensure that local business support systems, skills-delivery and training development are first class. We value our effective working relationships with BIS and UKTI, and with the Skills Funding Agency. *Transforming Dorset* incorporates an extensive plan for escalating local skill levels, connecting up local growth with local talent and recognising the significant roles played both by basic skills provision and advanced educational development in securing sustainable local growth.

Transforming Dorset is a detailed and comprehensive account of growth potential. It outlines over forty concrete schemes for growth, some large, others quite small. What the strategy demonstrates is that Dorset's capacity for

transformation reaches far and wide. It demonstrates too, a strong local appetite for innovation and inventiveness: both crucial ingredients for growth. Dorset's is a wide-ranging and flexible offer. It blends programmatic schemes for deep-rooted development with some opportunities offering potential high returns from well-specified local investments in growth.

And finally to the Local Growth Fund: The Dorset LEP and local partners request is simple, provide us with the resources and tools to do the job we have been entrusted to do, and we will deliver the accelerated growth and rebalancing of the economy that the UK needs.

We ask that Government looks at our proposals free of any outdated views of what Dorset is, and what it is not. Instead, look at the evidence we have set out about the diversity of our economy, and the quality of the propositions in the Strategic Economic Plan. After that, a constructive dialogue will let all parties agree a final plan and a targeted deal that will serve Dorset and the country well.



Gordon Page
CBE DL, Chairman,
Dorset Local Enterprise Partnership Board

Introductory Overview: About this document

This document: The Dorset Local Economic Partnership's (LEP's) Strategic Economic Plan (SEP) outlines extensive and detailed plans for local growth. It constitutes our bid for investment from the Local Growth Fund (LGF) and is designed to serve as a major component in and point of reference for finalising a growth deal for Dorset. We have called it *Transforming Dorset*.

Structure: Our plan is in four parts.

- **Part 1** outlines our approach to growth and the context of our request for Local Growth Funding. It includes a digest of projects linked to programmes, including an outline of our broad thematic approach to growth. It details growth priorities and the proposed ambit and modes of delivery for some of the 'fund' based project-interventions. This section also outlines the broad contextual conditions for investment here – giving an outline of the economic baseline against which growth will emerge
- **Part 2** outlines the array of proposed projects through which growth will be delivered – with detailed accounts of planned interventions and contributions to growth. These are organized to reflect the LEP's growth themes. In each case we have identified barriers to growth, identified top-level milestones for delivery and evaluation and set out investments proposed and outputs expected. We identify the logic behind each intervention, indicate potentials and scalability, and propose anticipated contribution to transformational growth – locally and nationally. The projects are organized to broad strategic themes and include extended outlines of programmes for strategic investment, skills development, transport planning and housing development in their relations to the LGF proposal and the growth deal.
- **Part 3** outlines our approach to governance, management and delivery of growth and to evaluation. We also include some examples of the LEP's approaches to its networks and areas of activity; collaboration and partnership tied to the Dorset LEP's developing portfolio of public, private and third sector development – part of a significant wider context for projected growth
- **Part 4** including appendices: presents a summative overview of the outline bid for LGF including a tabular breakdown by project. It provides summary listings for component proposals for amounts of LGF requested, timing for investments, additional complementary

investments (private, commercial etc.) and major projected outputs (new jobs, new homes, quantities of unlocked land for example). We include some further overview analysis and additional measures of growth including contributions to GVA. We have also added some further appendices, notably some detailed documentation regarding transport plans, FE capital bid, links to evidence base and notes on method, including suggestions regarding some aspects of evaluation.

Executive Summary: Transforming Dorset

Transforming Dorset

1. This plan outlines ambitions and aspirations for transformative change. Conception and strategic development have been undertaken within the frame of our core thematic priorities: Connected Dorset, Talented Dorset, Responsive Dorset and Competitive Dorset (see table 1.2).
2. Partners in Dorset from the private, voluntary and public sectors are committed to ensuring that Dorset can deliver the local growth potential suggested by economic forecasts. The step change we anticipate for Dorset will depend on strategic and systematic investment across the array of activities we have set down. With a commitment from Local Growth Fund to invest here, the LEP can ensure that the region makes a leading contribution to the south coast and to the UK economy.

3. The threat of stagnation and decline will be replaced by the staged fulfilment of a series of signature projects and interdependent opportunities set out below, transforming the region and its surrounding areas. Appropriate deployment of Local growth Funding in Dorset will institute virtuous circles to deliver sustainable growth.
4. The plans and proposals included here set down a comprehensive proposition towards making a deal with the Local Growth Fund. Our request for investment totals £596 million between 2015 and 2021. Our strategy identifies over forty wide-ranging potentials for productive development in Dorset. LGF investment would touch all areas of life and energise local and national economic growth, increasing productivity at work, unlocking housing, unblocking transport, focussing education and skills and producing a vibrant economic area. Dorset would be transformed.

Table 1.1: LGF Ask 2015-21

Sources of funds	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Totals
LGF Ask (£m)	166	135	111	82	102	1	595.735
Local Authority	39	16	12	7	16	0	90.160

5. If fully applied, the investment would leverage £1,342million private investment. Every £2.25 of LGF funding will result in £3.40 investment in total, £2.12 from private investment.
6. New activity in the region would create 7239 new homes providing an urgent address to a key local challenge, the need to deliver affordable housing and an accommodating residential market place for young people and across communities. Housing development on this scale will progress two strategic aims underpinning local growth and offsetting stagnation;

Skills

- 6.1. The urgent need to retain skilled employees, including graduates from our universities and local colleges within the region.
- 6.2. The ambition to transform Dorset from an exciting place to visit towards becoming a more dynamic place to live and work, attracting employers and employees to a locality that can compete with London. Dorset can further increase its contribution in rebalancing the economic geography of the south of the country if the right conditions for growth are established.
7. Employment provides our core focus. It is our key measure for successful growth and our main ambition. With the investments proposed, jobs growth would show strong improvement from the start. We would expect 1,000 new business start-ups and 22,000 new direct jobs in the region – 30,000 new direct jobs and almost 80,000 indirects.
8. The investment proposed for skills development is multi-layered and far-reaching. We would be able to develop the high-value, high-productivity employees

that we need to secure projected growth and offset the risk that the low wage and low GVA parts of Dorset's economy could extend further, to produce pockets of stagnation or decline.

9. At the same time we could, with appropriate investment in the skills programme, immediately and confidently address a longstanding aim, the ambition to reduce the incidence of NEETs to 0% across Dorset by 2018. Study and training opportunities or apprenticeships would be provided for all our young people across new and established employment sectors.

Tourism

10. The proposal outlines some spectacular individual propositions to produce world-class tourism attractions to complement and amplify the impact and accessibility of Dorset's World Heritage site along the Jurassic coast, while reigniting the interest gained for the region through the 2012 sailing events at London 2012 and affirming commitments to a legacy outside London.
11. Over 2,500,000 new visitors would come into to the region, enjoying the fruits of strategic investments in a refreshed tourism offer, including 400,000 international visitors. Dorset's tourism would retain its core strengths via an enhanced programme of investment around Bournemouth Pier, geared up for a thriving future, protecting and producing jobs and underlining the UK's position as a leading tourism destination. Structural changes at our ports would open up Dorset and the UK enabling a wider engagement with the International cruise liner market, as well as radically improving freight and trade connectivity.

Table 1.2: LGF Ask (£m) projects distributed across themes: connected, talented, competitive, responsive

Sources of funds	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Totals
Connected	36.095	45.575	35.475	35.525	25.745	0.000	178.415
Talented	17.394	44.591	33.116	23.116	12.116	0.000	130.333
Responsive	28.602	12.225	19.100	3.100	38.100	0.810	101.937
Competitive	80.165	30.275	22.525	19.520	25.830	0.000	178.315
Cross themed	3.562	2.033	0.750	0.750	0.450	0.000	7.545

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Connectivity

12. Transport and connectivity development investments approaching £180 million, including full implementation of commitments to Superfast Broadband, would underpin this rapid growth. Transport-based investments unlocking employment land and driving productivity across the region are fundamental and urgent. Signature developments at Poole Harbour and the Airport are dependent on LGF in supporting a full roster of transport infrastructure improvements. Investment here will leverage the kind of growth that local regeneration projects of this scale can have on the national picture.
13. Well-targeted transport interventions form a major component in our proposal for growth. They are well conceived. These infrastructural interventions will make a difference. They are necessary to but not sufficient for the realisation of transformative economic development. The LEP's integrative strategic approach and structures for oversight link transport to skills to homes, to jobs to growth.
14. With further upgrades to Broadband, Dorset would be primed to fully capture the momentum already gathering in our growing creative and digital sector. We envisage LGF and LEP support enhancing creative industry activities so that Bournemouth becomes a compelling digital destination, attractive to global-signature companies clustering around the energy and expertise of Bournemouth's Silicon South Development, a live talent pool and the international-level R&D in animation and VFX at our Universities. At the same time the business connectivity and productivity of our rural economy and market towns would improve more rapidly as broadband development reaches planned full scale in the region – with 100% superfast coverage a realisable ambition.

Evaluation

15. The size of this investment proposal marks the scale of the opportunity that Dorset represents to the UK. We propose an ambitious deal. Robust in its constituent elements, the individual projects described throughout this strategy are designed to deliver the growth potential outlined. But we also recognise that ambition should be tempered by realism. So we have identified where projects are scalable.
16. We also outline some principles for prioritisation and evaluation. These would apply throughout the

lifecycle of the investment and play an important role in establishing the parameters for the Deal at outset. The LEP's role in delivery, evaluation and governance runs alongside its ambitious aims to catalyse growth, to leave no stone unturned.

17. Within the negotiation the principles for prioritisation will be based on the desire to demonstrate early impact – to catalyse confidence in local delivery and move the growth agenda ahead.
- 17.1. We highlight shovel-ready projects to be delivered in appropriate timescales. These will gain priority if other conditions are in place (e.g. value for money).
- 17.2. Where projects link to strategic priority sectors and deliver key outcomes – business growth or housing development we will seek to progress activity where funds are available and especially where there is time-limited match funding.
- 17.3. Jobs created stand as our key output for evaluation and prioritisation.
- 17.4. We will assess necessity e.g. infrastructure related to particular project developments and the registered needs of the business community.
- 17.5. We will note dependencies, ensuring that where infrastructural development is needed to progress wider developments, that appropriate priority is given to ordering investments and activity – notably around the Airport development.
- 17.6. Where confirmed or time-dependent match funding is in evidence we will ensure investment is appropriately timed.
- 17.7. Primarily we will be driven to drive local growth through a commitment to delivering benefits to the UK national economy within a focussed framework privileging value for money.
- 17.8. We understand that for future years that there will be an annual flexing of the fund / annual negotiation hence in the main will focus on 2015/16 delivery (for the growth fund negotiation).
- 17.9. We intend to use the principles in the green book for appraisal and evaluation.
- 17.10. Due diligence will be applied to all projects, notably in relation to projected match funding and private investment undertakings.

A Local Industrial Strategy

18. The Strategic Economic Plan builds on Dorset's strengths as a leading financial centre in the south of England. Growth will accentuate strong specialisms in advanced engineering and marine engineering.
19. Dorset's emerging leading role in the new economy through digital industries provides a major line for development. We have well-developed proposals, including Silicon South to activate potentials resting in our local universities, thriving creative and digital sectors and in our talented population.
20. We align our local strengths and unique capacities in relation to the national agenda for growth and the UK Industrial strategy. Our core areas for investment and development are:
- 20.1. ICT & Precision Instruments – driven through local engineering firms in collaboration with the Universities via the Joint Universities Business Park.
- 20.2. Digital, Creative & Information Services – driven via Silicon South initiative and adjacent projects.
- 20.3. Financial Services & Business Services – driven through Business Growth Hub funding and the development of Lansdowne area of Bournemouth.
- 20.4. Health & Social Care – through a developed suite of hi-tech knowledge intensive health intervention hubs and networks, including ODIAC and Wessex Academic Health Science Network.
- 20.5. Education & Research & Development – through the local Universities, FE and across partners.
- 20.6. Advanced Manufacturing / Automotive & Aerospace – via developments at the airport, Holton Heath, Cobham and in mixed development sites in North Dorset.
21. Alongside innovation in established areas of strength, also including tourism, these plans provide a platform for supporting and accommodating growth based around a modern, diverse and competitive economy.
22. Specific project and sector-based growth plans, notably our phased work around the airport and the Port of Poole, are embedded in a wider strategic approach linked to infrastructure and unlocking land through transport development.
23. We have, therefore, included detailed accounts of our transport and housing plans with prioritised proposals for investment in major schemes.
24. We have also included a summative account of housing plans and plans for unlocking land. These proposals sit alongside our framework projects (Unlocking Potential and Growth Towns and the Business Growth Hub) in order that we have both a clear and agreed set of strategically informed actions outlined, as well as a funding structure that will support and enable investments in thematic opportunities across the region.

25. Dorset will be transformed through careful investment in the array of economic opportunities set down here. This will realise a significant contribution to national economic growth. It will, also, offset risks of decline or stagnation in an area of the country where relative strength and prosperity rests on financial services, tourism and public sector employment. Renewal and diversification are urgently needed to future proof current and anticipated growth and to capture local creativity and innovation.
26. These opportunities are a match for any LEP in the country. Our proposed investments combine both scale and quality. We want to take up the live opportunity to capitalise on assets such as Bournemouth Airport, our major Ports and our two Universities.
27. There are over forty proposed investment projects set out that will make a significant difference to the Dorset economy, and which will contribute to higher levels of economic growth.
28. However, we wish to signal some strategic priorities: business growth, regeneration, the new digital and creative economy, tourism-renewal and skills development.
29. Major Investments to Accommodate Business Growth
- 29.1. **Bournemouth Airport:** owned by Manchester Airport Group, offers the potential to provide a strategically important business park of some 59 hectares with the capacity to generate 16,000 new jobs. This builds on £50million of private sector finance already invested in the airport including plans to create an aerospace centre of excellence and developing advanced manufacturing capacity.
- 29.2. **Port of Poole** and Poole Regeneration Area: this constitutes the second largest regeneration scheme on the south coast. Leveraged investment will provide a mixture of office, retail and housing developments and create 5,000 jobs and 2,000 homes, creating 500 new jobs at the Port. Regeneration will support the creation of a Marine Centre, will boost tourism and provide economic benefits through the supply chain. This builds upon the £37 million invested by the public sector to open up development land via the Twin Sails Bridge.

30. The New Economy in Dorset

- 30.1. *Silicon South:* an exciting new business led initiative to accelerate the digital economy in Dorset. It is led by local and outstanding high growth companies and will drive growth catalysing and focussing digital-creative talent in the two Universities.
- 30.2. *Joint Universities Business Campus:* Bournemouth/Poole is one of the UK's leading creative/digital centres, benefiting from the co-location and expertise of Bournemouth University and the Arts University Bournemouth. Focussed plans are being progressed with significant private investment tabled and aiming to accommodate the development plans of

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both Universities. The campus will to unlock prime land that cannot be used for other purposes.

30.3. *Tourism Renewal*: The Strategic Plan highlights projects and programmes combining innovative developments in landmark site tourism. The continued importance of tourism in the LEP regional economy, the potential to open up and leverage unique, world-class natural heritage, the willingness of high-quality partners to invest; all combine to support a very special opportunity for the LEP to make a high-visibility, high return and high growth impact here. The underpinning aim is more long-term. The diversification and innovation of our tourism offer will future proof an extensive sector – and a complex wide-ranging supply chain in the region.

31. The Dorset LEP Skills & Employability Programme

31.1. The Skills plan incorporates the Young Talent Escalator and offers an exciting initiative working with local schools, colleges and Universities to offer young people training and development options. They can take options up as they move from school to work. This arrangement optimises local plans to provide training support that meets individuals' needs and ambitions within an employment-oriented frame.

31.2. *Business Growth Hub*: This recent initiative recently received two year RGF support. Dorset LEP seeks to maintain its longer-term commitment to the framework. The hub brings together proven success with new services and including planned Opt Ins under the Dorset's European Programme (ESIF).

32. Strengthening Our Rural Economies

32.1. Growth towns: building on a Dorset LEP commitment to work with rural districts, Defra and other local agencies will brigade resources from all three European funds and other sources to develop local led plans to respond to socio economic changes and re-invigorate our towns to be the ultimate expression of a modern blend of heritage and culture with the digital age and live/work lifestyle

33. The Strategic Plan outlines our governance structure and partnerships. Dorset local authorities have a track record of collaboration to provide services. An outline direction of travel indicates future developments towards fuller collaborative working and delivery.

34. The structure for oversight and delivery of LEP projects is set down in fuller detail but its major aspects are as follows:

34.1. The LEP Board will provide strategic leadership and oversee the delivery of the strategic economic plan and local growth deal.

34.2. The Programme Group will consist of selected Board members plus relevant officers (LEP and local authority) and be responsible for the detailed management of performance data, overview of funding streams, and informing the Board on progress and the need for intervention and decision making to ensure that delivery remains on track.

34.3. Each of the priority themes of the Dorset LEP will be overseen by an appropriate working group: *competitive, talented, responsive and connected*.

34.4. Task and finish, or delivery, groups will be established to implement specific interventions identified in the strategic economic plan, and be associated with the most appropriate theme groups.

34.5. The Dorset LEP will make collaborative use of key external links important to achieving its and other partners' aspirations including with the Local ESIF Committee.

35. Our transformative step change for growth comes after an extended period in the region where there have been relatively low allocations for economic development activities – the Strategic Economic Plan offers a new opportunity for Government to recognise and invest in Dorset's potential and to work in partnership with the private and public sector in Dorset

Overview

Figure 1.1 Transforming Dorset: project-based interventions where Local Growth Fund investments would create or accelerate growth in Dorset are aligned with established and future strategic priorities: Connected; Competitive; Talented; Responsive

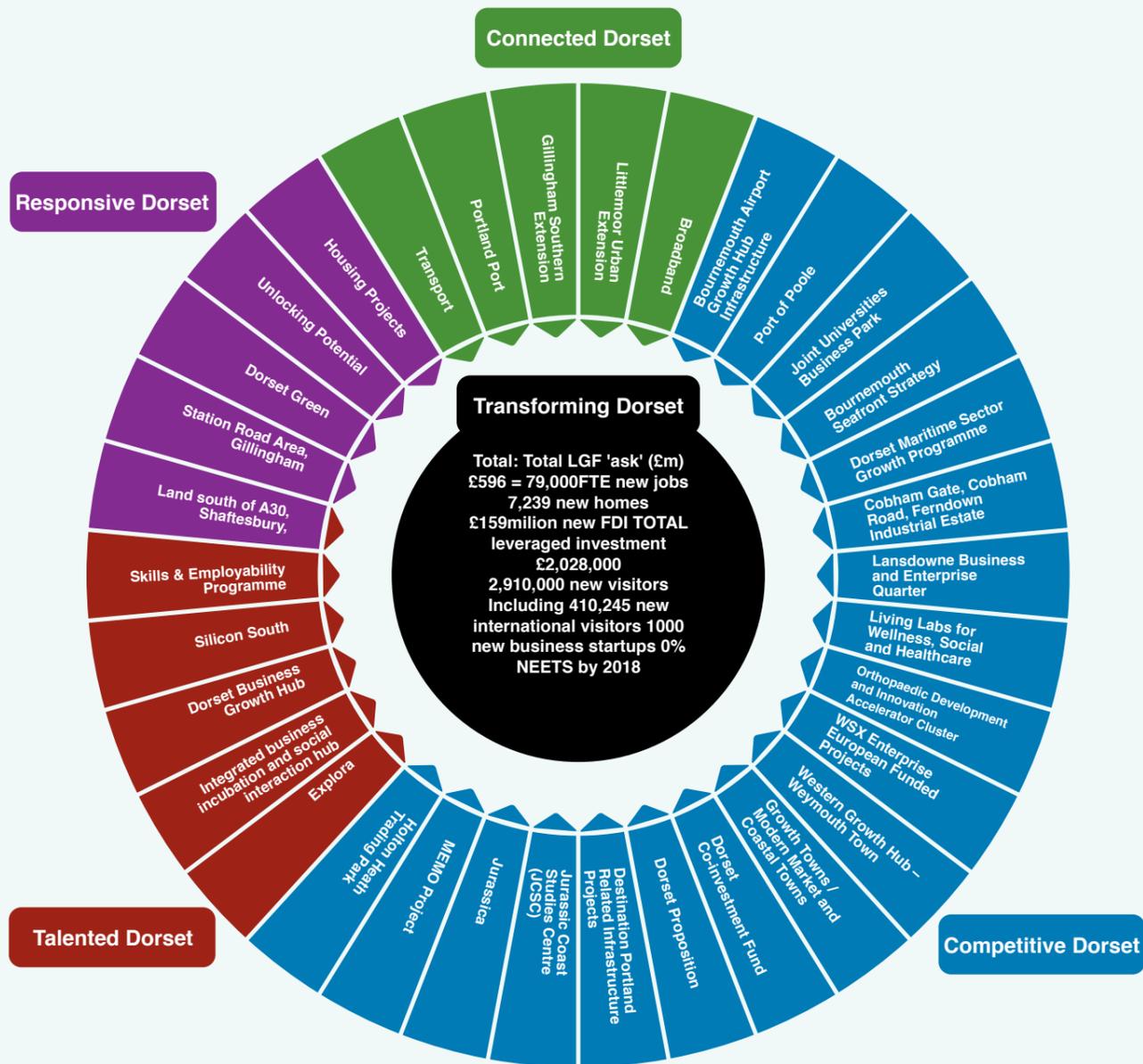
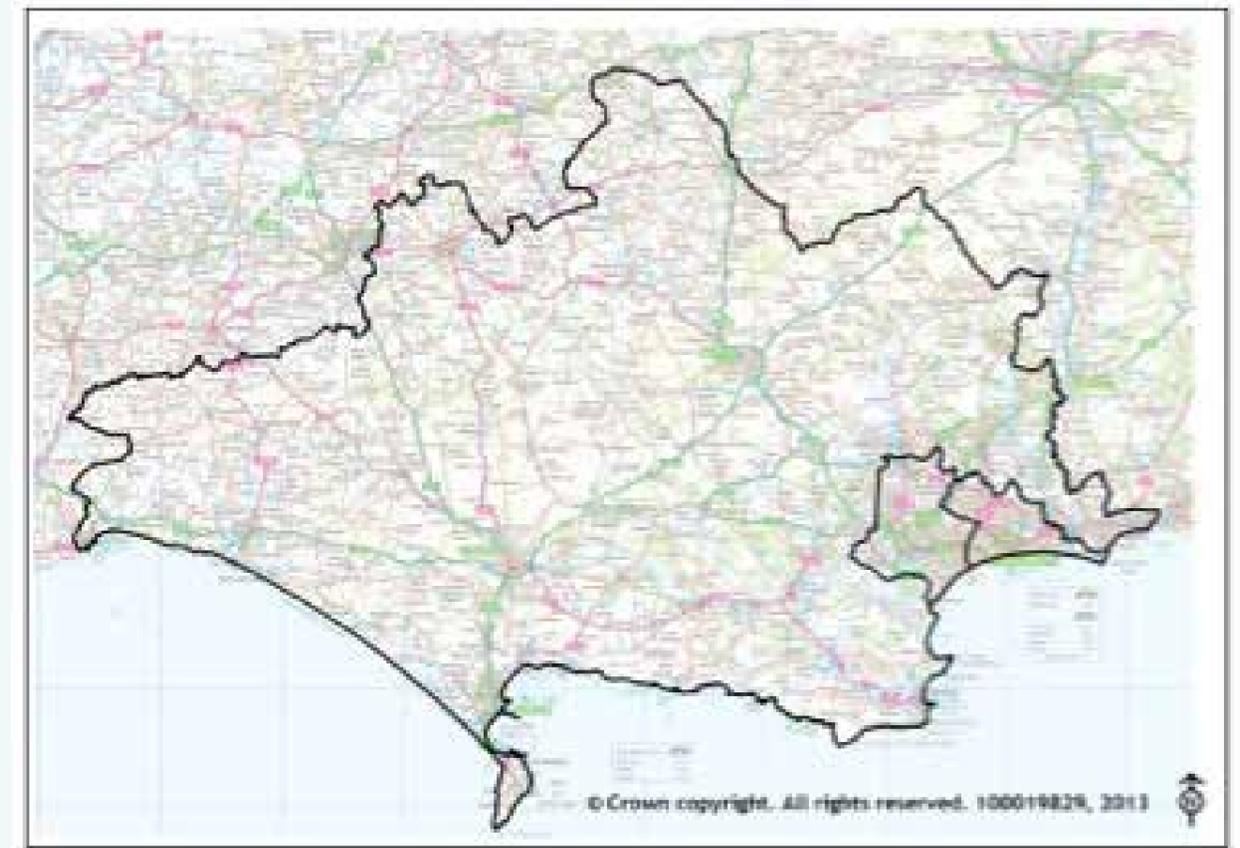


Figure 1.2: Dorset: Growth and transformation across the region



The Dorset LEP Region: Annual average growth in GVA over the next decade is expected to be stronger than that seen nationally or regionally - but growth is not assured. Strategic intervention will protect and produce conditions for a greater contribution to national growth from the Dorset region.

- The region contains a population of 745,300.
- Its rural areas hold a population of some 213,900 people and contains vibrant towns: *growth towns*.
- The coastline between Lyme Regis and Swanage has World Heritage status.
- Dorset is not as productive as it could be; GVA per employee is below the national average. This varies across the area, and is up to 21 percentage points below the national average.
- The area is characterised by a relatively low wage economy.

- Average earnings need to rise in Dorset. Wages are on average lower across the majority of sectors compared to when the national average.
- The public sector is a significant employer across Dorset. It represents 30% of employment across the area (compared to 27% nationally). The level rises to 40% of jobs in the West Dorset area.
- In West Dorset, the cost of the average home is 14 times the average salary, while in Weymouth and Portland the average home costs 11 times the average local wage.
- The average salary in Dorset is now only £19,219 while the average home costs £254,891 – 13 times the average wage (National Housing Federation, 2014).
- In 2011, GVA in the Dorset LEP area was £12,465 million¹. This is projected to rise by 0.3% to £12,498 million in 2012 and by 20.2% to £14,987 million in 2021 (average growth of 1.9% per annum). Strategic investments in the conditions and opportunities for growth set out in this plan will assure and stimulate this projected growth – producing new direct jobs and building a sustainable infrastructure yielding and supporting future growth.

¹ Values shown in constant prices (2008) as opposed to ONS GVA data which is given in current basic prices (ie in 2011 GVA in current basic prices was £13,355 million – ONS, provisional figure).

Overview

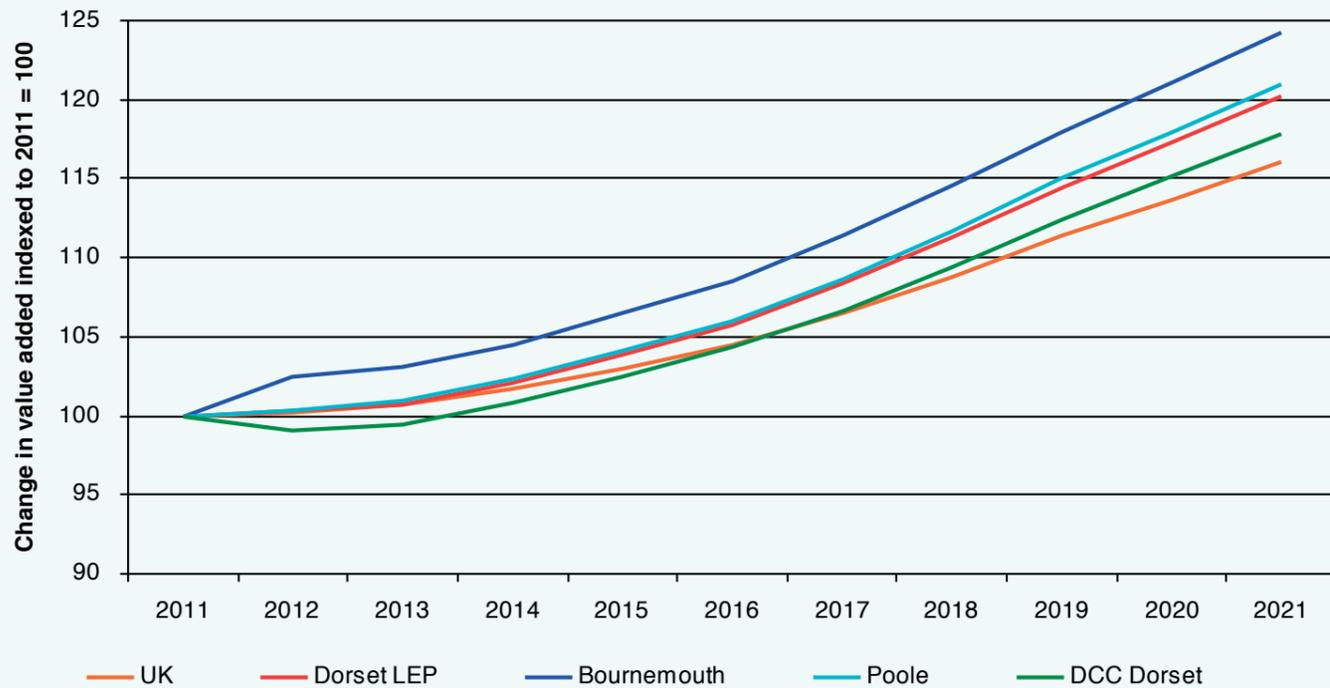
- In 2011, more than two-thirds of Dorset’s GVA was generated in four sectors: public administration, education & health; financial & business services; manufacturing and distribution.
- Between 2011 and 2021, the creative, digital, media & IT; financial & business services; and arts & recreational sectors are projected to see the greatest increase in GVA .
- Annual average growth in GVA over the next decade is expected to be stronger than that seen nationally or regionally, particularly in Bournemouth and Poole, as shown in Table 1.3 below. Growth in the five years to 2011 was also above average, particularly in Poole.

Future Growth Projections

The region is projected to grow at a rate above the national average in the next 10 years. For these projections to be met the LEP must be in a position to address its weaknesses; the skills gap in key sectors, the lack of available land for employment, the barriers associated with unaffordable housing across the region.

We want to invest through LGF in order to maintain growth. The potential is evident, but it won’t happen without action and strategic intervention.

Figure 1.3: Change in Gross Value Added Indexed to 2011 = 100



Source: Cambridge Econometrics Local Economic Forecasting Model (LEFM) 2013: baseline projection findings for the Dorset LEP area

Table 1.3: Average GVA growth per annum, 2006-2021

Area	Annual average GVA growth 2006-2011	Annual average GVA growth 2006-2021
Bournemouth	-0.5%	2.2%
Poole	2.2%	1.9%
DCC Dorset	0.8%	1.7%
Dorset LEP area	0.9%	1.9%
South West	0.5%	1.6%
UK	0.4%	1.5%

Source: Cambridge Econometrics Local Economic Forecasting Model (LEFM) 2013: baseline projection findings for the Dorset LEP area

Introduction: strategic themes

Our account of transformation marks a step change in ambition and new potentials for growth for Dorset and the UK economy. This strategic proposal anticipates a new economy; yet more competitive, global, digitally driven, and dependent on highly skilled employees working across advanced manufacturing, knowledge intensive industries, finance, professional services, new technologies, creative industries, health and social care. This vision of a fast paced future energises our strategy.

But Dorset has its feet on the ground. Investment must also foster growth in the substantial infrastructural underpinnings that ensure sustainable productivity; roads, homes, appropriate land development and systematic skills-development support. The proposal demonstrates a new approach to local investment here in Dorset, embedding fast-paced high-value initiatives in the context of a renewed infrastructural framework to support and propel high-value sustainable growth.

Dorset offers a unique and productive conjunction of industry, ideas and innovation. Dorset works. But it can and will work better and grow faster in the future if its potential are more quickly realised and if the barriers to growth are suspended – enabling productive momentum to gather. Dorset will track the current UK growth curve. With appropriate investment, carefully targeted and managed through the LEP, we expect to exceed the curve.

If we remain underinvested then our considerable strengths and capacities in priority industry areas (including advanced manufacturing, creative and digital industries, innovative health and social care solutions) are at risk of stalling. This will amplify some of the local economic challenges faced in the region and heighten the risk of decline. Moreover, some important opportunities for substantial and sustainable

growth in a highly investable location in the UK will have been missed.

This strategic plan outlines the structure of our opportunity, and, we hope, it provides the means to allow wider recognition of the transformative potential of the Dorset economy – and the serious contribution this economic region can make.

This document: plans, themes, approaches

Our strategy reflects the way the DLEP works. It is designed to capture the opportunities that arise from partnerships and cross-sectoral working; collaboration and networked action across geographies and across major industry sectors. Local growth here will mobilise public and private partnership and engage communities.

The document portrays a detailed picture of an economic region actively engaging with challenges and opportunities of local growth in a competitive global economy. Dorset LEP is seeking to catalyse growth, through partnership, invention and creativity. Our strategy demonstrates Dorset’s potential and preparedness, a serious proposition to contribute on a large scale to the national drive for economic growth.

The strategic plan is lengthy because the initiatives that we propose will drive growth here are carefully conceived – with some complex detail set down. However, the strategy through which this planning has been organized is a simple one. Projects link our ambitions for growth to four major themes: **Competitive, Talented, Connected, and Responsive.**

Figure 1.4 Transforming Dorset: partnership, investment and delivery

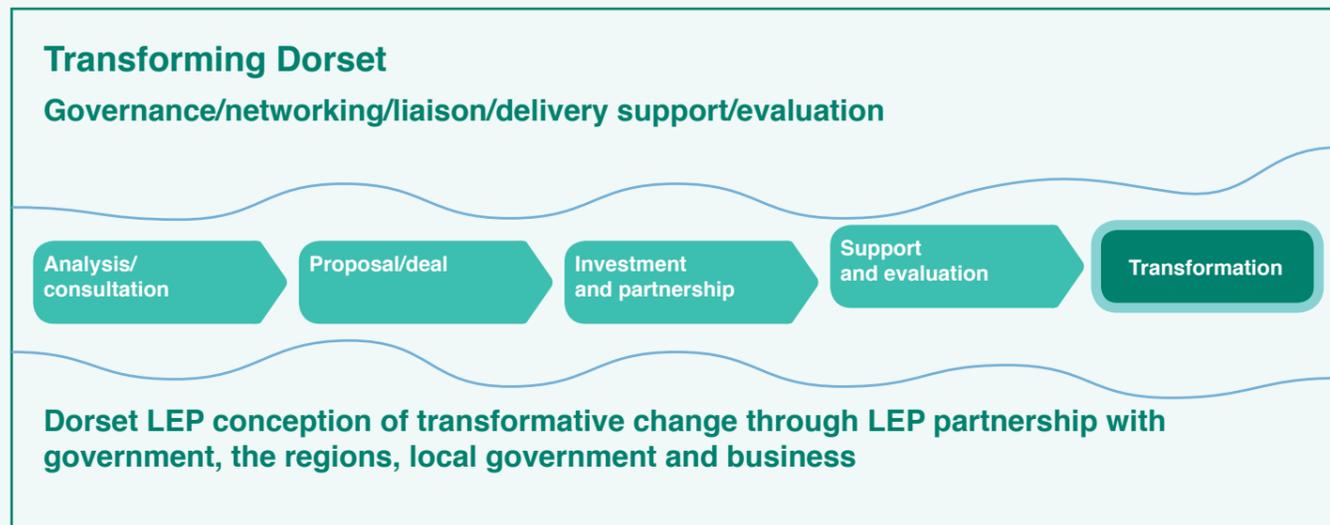


Figure 1.5 Competitive, Talented, Connected, and Responsive.

Theme	Broad integrative area: action, intervention and ambition and transformative change	Primary functional focus
Competitive	Dorset businesses are increasingly operating in a competitive trading and investment environment, both with low cost economies overseas and increasingly competitive and sophisticated businesses in the UK. Dorset performs well in terms of employment and economic activity. Moving businesses up the value chain to enable them to be more productive and competitive remains a key challenge. The objective of the Competitive Dorset theme is to unleash the potential of existing businesses, encourage the creation of new ones and attract investment and to meet ambitious growth ambitions above the projected national GVA average in the coming period. We want, that is, to become equipped to punch above our weight.	Leading the growth agenda through enterprise and business
Talented	We must ensure that employment and skills related issues are comprehensively addressed, and that the objectives and interventions planned and delivered address the needs of Dorset’s economy and Dorset’s communities. There must be a focus on both the supply of and demand for skills, as well as the retention of talent within the area. Dorset must be prepared to meet the high-value and high-wage economy of the future. The objective of the Talented Dorset theme is to “enhance the skills of our current and future workforce” and offset skills gaps, remove blockages to employment and enable adaptation and innovation in the region’s present and future workforce.	Skills
Connected	Dorset needs high quality efficient infrastructure if it is to deliver to its economic potential and meet sustainable development objectives. Transport is a major part of the strategy and a major dependency across the projected growth plan. Ensuring that Dorset is well connected to elsewhere in the UK and internationally to ensure full use of resources and to foster efficiencies and productivity in commerce, trade and networking across business markets is a key priority for the LEP. The objective of the Connected Dorset theme is to “improve electronic and physical connectivity throughout Dorset. This includes ‘virtual’ movements completing the move to high speed broadband.”	Transport
Responsive	The LEP is committed to creating the right conditions for businesses to flourish, and the key focus of the Strategic Economic Plan will be to address the barriers to growth facing existing and future businesses within Dorset. The objective of Responsive Dorset is to “create the conditions for enterprise to flourish including a responsive planning and development system and a dynamic housing market.”	Services, Housing and Spatial development (land)

Introduction: strategic themes

The themes function to:

- Coordinate and orient activity and strategic development across function (Housing, Transport, Skills), funding sources and the region, its councils, Local Authorities, ESIF and Central Governmental agencies (HCA, Transport, BIS and DfE)
- Connect strategic development in the LEP to operational functions and delivery priorities through Local Authorities and theme-based projects
- Ensure address to the integrative array of component elements in the strategy for growth
- Provide a flexible structural framework to support the management of oversight, evaluation and delivery – thus the themes are linked to the committee and delivery structures of the LEP

The thematic organisation of these themes affords a functional framework and platform for orienting the multiple aspects of the growth strategy. The themes are flexible but offer clear focus. On the ground our focus has been action and project oriented. It will be results oriented in delivery and evaluation.

Our Ambition

In economic terms, our ambition is to:

- Provide a business environment that accommodates up to 40,000 additional jobs by 2021, with annual employment and GVA growth consistently above the UK average.
- Prioritise key sectors and high growth companies which strengthen the knowledge based economy in Dorset and provide higher paid and higher skilled jobs capturing national and international opportunities for Dorset's businesses and supply chains.
- Exploit potential for high growth, high skilled and high value employment associated with priority sectors:

Advanced manufacturing, creative and digital, marine, and healthcare technologies with an explicit aim to boost exports.

- Transform Dorset by leveraging its unique natural advantages. Bringing people and resources into the region through tourism-innovation, employer relocations and by attracting and retaining a talented workforce.
- Strengthen economic growth by continually improving connectivity through investment in transport infrastructure and services and new generations of digital infrastructure, including mobile technologies.
- Maximise the contribution of talented people and businesses in the conurbation and rural Dorset, linking our education and training systems to the needs and opportunities of a growing economy.
- Ensure that a sustainable, affordable and diverse housing market meets the needs of residents and employees relocating into the region. Our housing development should contribute to and in no way impede economic growth.

These economic ambitions are set within the context of Dorset LEP's original vision based on Competitive Dorset, Talented Dorset, Connected Dorset, and Responsive Dorset.

Transformations: A picture of sustainable growth

Overview: Investment of the scale proposed will realise transformational change. These changes and the logic and case underpinning them are presented in the detailed project profiles throughout section 2 of the strategy. However, it is important to relay a snapshot vision of the transformational growth that could be effected through some of our proposals. Figure 1.7 highlights some indicative projects with the potential to deliver deep-seated and sustainable growth in Dorset.

Figure 1.6 Transformation on the ground: examples of growth and outcomes for 2021	
Project	Transformational Change
Bournemouth Airport	<ul style="list-style-type: none"> • Largest employment site in Dorset opened • Improved International connectivity • Centre for excellence in Aviation/aerospace Manufacturing
Living Labs for Healthcare	<ul style="list-style-type: none"> • Dorset hosting sector leading work in Health and Wellness and creating a large scale employment hub in the region • Exporting advanced technologies and services and backed by private capital
Port of Poole	<ul style="list-style-type: none"> • Signature transport and regeneration project opening up a multi-use site linking rail, sea, homes and economic growth in the region.
Broadband investments	<ul style="list-style-type: none"> • Digital economic region - serving business, community need and securing global connections and extended commercial and cultural networks
Holton Heath	<ul style="list-style-type: none"> • Securing and delivering a national-level advanced manufacturing site in the locality linked to jobs, homes and sustainable growth
Portland Tourism: Jurassica, Memo	<ul style="list-style-type: none"> • Iconic international tourist attractions in the region • Place-sensitive development highlighting a global asset - the Jurassic Coast • Far reaching development fo unique natural Port-assets at Portland port supporting industrial development, freight, exports and bringing radically larger sector of the Cruise market to the Dorset tourist economy

These and other projects are described in full detail in part 2. The projects map pathways to growth and link investment, through strategic aims to outputs, outcomes and transformative change

Introduction: our ambition

We will embed activity and investment in high priority projects and review them within the terms of region-wide ambitions linked to these four themes (competitive, talented, connected and responsive).

It is through these headings that *Transforming Dorset* has been conceived. These themes will cut across and underpin local delivery. They provide a flexible but effective framework through which our various funding streams can be organized, including Local Authority funds and investments linked to European funds (ESIF and ESF). They map local activities onto national agendas for business growth, transport, housing and local governance and provide a top-level structure for governance and oversight of work as it unfolds. Our FE colleges and Universities understand this strategic framing – feeding, as they do, the local economic appetite for talented young people. Increasingly, too, the universities and colleges are more formally engaging with the agendas set down for competition and connection.

Our proposals for a Joint Universities Business Campus and for Silicon South make clear the role of knowledge intensive R&D in the LEP’s conception of local economic growth and the specialist capacities located here that can deliver on a priority agenda. They make clear, too, the specific and specialist role that our local universities

can play in national growth. This is very much in line with the spirit of the Witty Review. Bournemouth universities’s international standing in areas such as Computer Animation and VFX through the National Centre for Computer Animation (NCCA), and intellectual property through the Centre for Intellectual Property Policy & Management and the International Centre for Tourism and Hospitality Research.

Our pursuit of growth, leaving, as it were, “no stone unturned” has delivered up such a rich array of opportunity and invention that we think it helpful to set down the rich array projects and opportunities proposed within broad frameworks within which anticipated growth will take place: i.e. competitive, talented, connected and responsive.

Evaluation and framework management

The themes serve that role. This framework will guide the delivery and review of plans and projects designed to deliver local transformation and national growth. We have used them here as a preliminary organising principle for presenting a large number of projects, but the themes also play a role in our projected delivery and oversight structures – set out in part three of the strategy. From the deal stage through evaluation and implementation and review ten points of principle will be applied (see figure 1.8).

Figure 1.7: Logic of Transformation

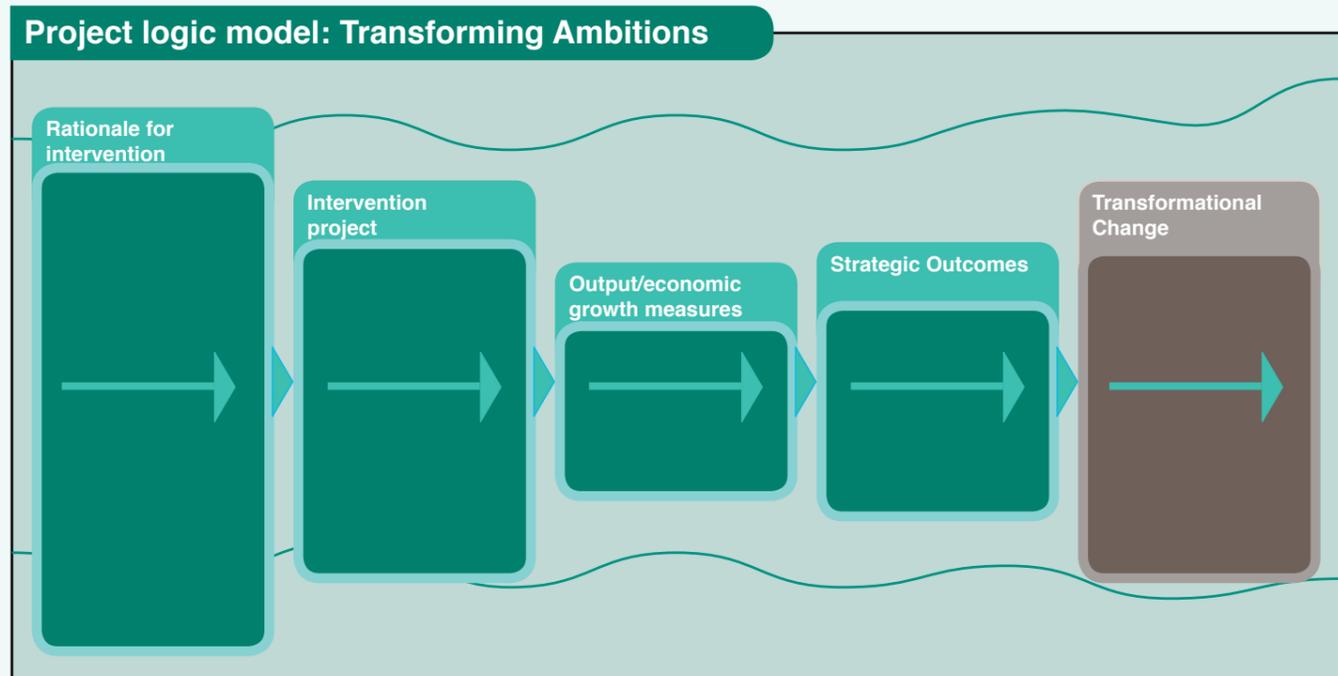


Figure 1.8 Evaluations: 10 point plan: principles for progressing and evaluating projects

1. We highlight shovel-ready projects to be delivered in appropriate timescales. These will gain priority if other conditions are in place (e.g. value for money).
2. Where projects link to strategic priority sectors and deliver key outcomes – business growth or housing development - we will seek to progress activity where funds are available and especially where there is time-limited match funding or other dependencies.
3. Jobs created stand as our key output for evaluation and prioritisation
4. We will assess necessity e.g. infrastructure related to particular project developments and the registered needs of the business community.
5. We will note dependencies, ensuring that where infrastructural development is needed to progress wider developments, that appropriate priority is given to ordering investments and activity – notably around the Airport development.
6. Where confirmed or time-dependent match funding is in evidence we will ensure investment is appropriately timed.
7. We will be driven to structure local growth through a commitment to delivering benefits to the UK national economy within a focussed framework privileging value for money
8. We understand that for future years that there will be an annual flexing of the fund / annual negotiation hence in the main will focus on 2015/16 delivery (for the growth fund negotiation)
9. We intend to use the principles in the green book for appraisal and evaluation and have collated project, plans and proposal information to enable this
10. Due diligence will be applied to all projects, notably in relation to projected match funding and private investment undertakings.

The LEP Region: profiles, prospects and propositions

Dorset: Economic profile

Dorset (including Bournemouth and Poole) covers an area of 1,025 square miles and contains a population of 745,300. Over three quarters of this population lives in urban settlements. The region is regularly perceived to be predominantly rural in character, skirted by attractive coastland. It is more accurate to see the Dorset economy as operating like a large conurbation wrapped in a rural envelope.

Dorset LEP's three geographical areas all play a key part in its economy. The conurbation is comprised of Bournemouth, Poole, Christchurch and parts of the East Dorset and Purbeck Districts. These areas contain the majority of Dorset's employment.

Beyond the conurbation the extensive rural area has a population of some 213,900 people and contains vibrant towns, including Dorchester, Blandford Forum, Gillingham, Sherborne and Shaftesbury. We identify specific strategies for growth in these parts of the region through our revenue based LGF proposals and under the heading "growth towns"

The coastline between Lyme Regis and Swanage has World Heritage status. It is a natural asset serving as the major attractor of visitors to the area. This rural and semi-rural area is typified by a diverse range of small and micro businesses delivering retail and accommodation and food services. Securing investment for sustainable development of the local tourist offer will support this large but widely distributed and uncoordinated sector of the local economy, protecting employment and growing capacity.

SME economy: energising supply chains

There is a large, locally-focused, small business economy, with local supply chains and a strong emphasis on local services; businesses of this type are located across the area; and there is a smaller group of larger, internationally-focused, businesses which operate globally. In the main, these businesses are located in, or close to, the conurbation, although not exclusively. These firms/sectors are important in terms of putting Dorset on the economic map, attracting/retaining young people and generating wealth.

- Our strategy seeks to identify the potential that rests in an energetic, highly liveable, quasi-city economy

that benefits from many of the natural advantages and attractions associated with rural and town life. The untapped potential of Dorset as a business location is a deep routed theme across many of the projects outlined and a defining component in our strategies for unlocking potential and housing delivery.

- The economic area is relatively self-contained. Some 93% of those employed in Dorset live here. 89% of those residents also working here. This reflects a productive cohesiveness in the area. However, the distinctive spatial character of the region needs to be appreciated to more fully understand economic challenges and opportunities.
- The local economy is resilient. This is evident in the recently completed Local Economic Assessment¹. The diverse economic base has provided the area with collective capacities to bounce back from economic recession.
- We must capitalise on that resilience to exploit local potential and deliver strong performance and sustained economic growth through the next phase of the economic cycle. The strategic investment proposed would form part of an array of active responses to a threat – registered locally but with potential negative consequences beyond the region's economy (in terms of national economic performance).

Some weaknesses to address: protecting future growth

Headline indices mask areas (for instance Weymouth, Portland and the Boscombe district in Bournemouth for instance) suffering from, or at risk of suffering, long-term decline due to poor skill levels, over dependence on public sector employment or tourism. Reviving or diversifying the economy in these localities is an end in itself but it is also a necessary condition for sustainable growth across the region.

- Dorset is not as productive as it could be; GVA per employee is below the national average. This varies across the area, and is up to 21 percentage points below the national average in some localities.
- The area is characterised by a relatively low wage economy. In combination with very high house prices and a relatively large stock of second homes these factors produce a significant long term risk. The area is already one of the least affordable in the country.

- Average earnings need to rise. In Dorset, wages are on average lower across the majority of sectors compared to the national average. This is particularly true with regards to private sector services, including sectors such as arts, entertainment and recreation. These sectors typically offer a high volume of lower paid, lower skilled jobs.
- This exacerbates Dorset's competitiveness. The region is experiencing skills gaps at all levels, exacerbated by demographic change - a loss of young people and a higher proportion of retired people elsewhere in England and Wales.
- This presents challenges and opportunities for the workforce to (i.e. to service provision).
- The area is under pressure from business and local communities to enhance infrastructure, particularly the need to address increasing traffic congestion in the urban areas and inadequate wider connectivity (including high-speed broadband and mobile phone coverage).
- The public sector is a significant employer across Dorset. It represents 30% of employment across the area (compared to 27% nationally). It is important to register the risk associated with public sector employment in some pockets. The level rises to 40% of jobs in the West Dorset area. Reduced budgets are already having an impact, for instance with job losses from local authorities and the Land Registry.
- The level of dependence upon the visitor economy results in high levels of seasonal un- and under-employment.

Weymouth and Portland

The LEP region's aggregated economic performance produces a picture that flattens some local extremes. There are hidden areas of need and hidden potentials. This strategy seeks to bring these to view and propose interventions. Weymouth and Portland stand as excellent examples of the polarized economies in areas where nearby investment and success mask real decline. There are opportunities to invest for broad-based and targeted regeneration activity – generating growth and jobs. Our enthusiasm for the Portland Tourism destination projects and the Port expansion developments, as well as for regeneration within Weymouth town, form our overview response to the problem posed by those pockets of local deprivation in an area where aggregation of indices hides relative deprivations comparable with better-known national instances of economic underperformance. Current potential needs future support to protect local strengths.

- Weymouth & Portland has recently experienced significant investment in transportation infrastructure, and the redevelopment of Osprey Quay provides world class sailing and leisure facilities, and modern workspace. Significant local businesses, including

Sunseeker, TECAN, DEK, Ultra Electronics and Universal Engineering, each development speaks of the immediate future with measured but real optimism, and will continue to exploit the potential of overseas markets.

- BUT
- The economy of the area suffered badly following the defence cuts of the 1990s, and the Local Economic Assessment highlights the poor performance of Weymouth in terms of competitiveness, business start-ups, economic activity rates, earnings, and representation of knowledge intensive businesses, warranting special attention for the area.
- A strategic aim for the LEP is to use local partnership to identify the places and initiatives where investment and intervention will rebalance and energize the broad economic profile of major towns and settlements such as Weymouth.
- Private, public and education sector partners, including Weymouth College, are in no doubt of the challenges facing the Weymouth & Portland area, but are determined to address these and realise opportunities, including renewable energies.

Across the board the risk of neglecting investing in key regeneration schemes outlined in the project proposals, such as at Weymouth or in central Bournemouth, is that decline becomes more structural, producing weaknesses that will detract from the competitiveness and economic vitality of the region as a whole.

Rural Dorset: specialist economic needs

There is real enthusiasm and commitment to mobilise the strategic aims of competitive, talented, connected and responsive Dorset across rural localities. Investments, well-conceived, clearly managed for delivery and for value for money will improve economic performance, skills levels, employment, productivity and wage levels across rural Dorset. Through the LEP local stakeholders are developing new ways of working together. Shared, or multi-locational investments (such as through Unlocking Potential or the Business Growth Funds) will enable rural locations, our "growth towns" and adjacent areas to strengthen linkages with the activities developing in the conurbation. They will, as a result, be well positioned to better contribute to the future prosperity of the LEP area.

There is much to celebrate about rural Dorset. Investment offers us the chance to leverage the value in local natural assets – protecting them all the while. The quality of the environment gives the area a competitive advantage attractive to businesses, employees and visitors. It is also a source for direct and indirect jobs, and offers real potential for new and sustainable enterprise and economic growth. It is important to both harness and conserve the assets of the environment to deliver economic growth.

The LEP Region: profiles, prospects and propositions

- As with most rural areas the economy is typified by a diverse range of small and micro businesses. 81% of jobs are service related, with the main sectors for employment being health and social work, retail, education, manufacturing and accommodation and food service.
- The public sector is a major employer in some rural and small town areas, and the activities of large estates as major employers and land managers are significant to the local economy.
- The rural area is host to a range of knowledge intensive, exporting businesses, often hidden within the rural setting. The scope to provide additional business and job opportunities, especially within growth sectors such as the creative industries, is dependent upon improved connectivity, especially high-speed broadband. An important further development in this area is mobile connectivity.

However: Rural Dorset experiences productivity and earnings below the national average. It faces serious challenges emerging from poor connectivity (both IT and physical) and accessibility. These challenges can be addressed through the local transport plan and specific sustainable transport solutions, as well as through fund-based investments via the Business Growth Hub, Growth Towns or the Unlocking Potential propositions.

In summary, the Dorset LEP area faces a number of demographic and geographic challenges and opportunities. It is home to a conurbation of urban centres with high employment growth potential and areas of natural beauty with major additional tourism potential.

The Demographic challenge

The region's ageing population is increasing the demand for Dorset's rapidly growing health and social care sectors. It is also placing strain on infrastructure. By 2035, only half of Dorset's population will be of working age. For the Dorset LEP area to thrive serious catalytic investment is required to counter the risks entailed to population imbalance. Our proposals around skills, housing affordability and the new economy (Silicon South and the University Business Park) form linked parts in the strategy's multiple address to demographic change.

At the same time Dorset's capacity for innovation and development, at the interface of health care and technology provides cause for optimism. Appropriate investment will yield not only solutions suited to local markets, but, also, a wider address to what is a national preoccupation and a substantive socio-economic issue – potentials that might be developed through LGF investments in our unique and well-poised Health and Social Care proposals (ODIAC, Wessex Academic Health Science Network and Living Labs).

Sector-based Opportunities for Growth

Technologies, markets and trends: intersecting with global opportunity

Dorset's business base is diverse. It is particularly strong in financial services, advanced and marine engineering and low carbon/renewable energy; areas aligned with the ambitions and potentials of the UK's Industrial strategy. We place these high growth and high opportunity areas at the heart of our strategy¹. Many of the businesses delivering in these areas will be affected by global trends, and by new and emerging technologies such as advanced materials and big data. We want to invest in the opportunities the changing external environments offer, to initiatives for businesses to generate growth and to ensure Dorset presents and protects the conditions for economic vitality. LGF investment provides substantive means to these clear ends.

Dorset's opportunities for growth are derived from an understanding of national and international changes in business and consumer demand, changes in technologies, and trends in national and global markets. Dorset stands to be a beneficiary in local-to-UK-based trends (e.g. near-shoring and re-shoring) identified in relation to financial services/ creative industries and manufacturing respectively. Our investment in growth will seek to stimulate such moves – expanding and internationalising the local business base and subtly re-balancing UK business geographies. Major factors include:

- The resurgence of some parts of the manufacturing

base and a growing number of companies returning production to the UK²; increasing exports for high value added products in sub-sectors such as advanced and marine engineering³ and including aerospace technologies. Investment at the Airport business park and at Poole⁴ and at Portland Port⁵ and industrial site developments such as Holton Heath and Cobham Gate offer the chance to accelerate growth linked to this important global shift. (The transport elements underpinning these opportunities are fundamental).

- The development of new materials and linked innovations partly stimulated by University research and the Technology Strategy Board will be led by agile medium-sized companies of the kind operating at Dorset Green, a key site for further development. The commercial success of local companies such as Cobham plc is one of the key drivers of high technology manufacturing with 1800 suppliers within a 30 mile radius of the company's headquarters. The proposal to bring forward further development land at Bournemouth Airport present opportunities to grow the cluster of aerospace-related businesses in the sub-region.
- Innovation in advanced healthcare and associated technologies and services are particularly relevant to Dorset, notably our propositions regarding ODIAC, Living Labs and the Wessex Academic Network indicate a cluster of opportunities to assist Dorset's efforts to contribute in international markets through innovation and knowledge intensive R&D.
- We note the continued dominance of London and the south east as a global centre for financial and business services, with new investment organisations from China and India expected to locate in the UK. Dorset offers an attractive location away from the congestion and costs of a metropolitan base. JPMorgan's campus is based in Bournemouth⁶. It employs 5,000 people from the local area. Other large operations locating significant offices here include Nationwide Building Society, Barclays International, Bank of New York

Mellon, RIAS, Pru Health, Teachers Assurance, Coutts and Co and Liverpool Victoria⁷. We offer the skilled expertise required to attract medium and large-scale financial services operations. Investment proposed for the Lansdowne location will speed the realisation of our plans for inward relocations.

- A rapidly expanding creative and digital economy with new technologies, such as mobile phones and applications, games and content production driven by international markets increases demand for our local talent and expertise. Silicon South, a well-networked business led initiative based in Dorset is now established, and it will drive and integrate local pockets of growth in order to capitalise on these opportunities and develop clusters and critical mass. Dorset is primed to move growth in this part of the economy:

A recent ESRC⁸ analysis of Bournemouth's prospects in relation to ICT, Creative and Digital identifies:

"An existing cluster suggesting and there is an opportunity for immediate and longer-term development of Bournemouth as a leading-edge CDIT hub location. The town is on the cusp of evolving into a new, modern, environmentally-rich habitation that is appealing to visitors and inhabitants alike. Importantly, there is a growing pool of CDIT talent being formed from local higher education graduate output, external graduate talent locating in the region, and incoming CDIT professionals who see the attractions of the area for re-location. An encouraging track record of new start-ups and other initiatives such as support networks, festivals and exhibitions can be observed as a platform for CDIT hub expansion"
(Economic and Social Research Council 2013 (ESRC))

- Increasing demand from international inward investors (Overseas Direct investment, ODI). UKTI has reported an increasing number of investors from China, India and other parts of Asia choosing the UK. The UK attracted 787 projects in 'Knowledge intensive' sectors and 522 in 'Advanced manufacturing'

3 See BIS (2010) Manufacturing in the UK: An economic analysis of the sector, Manufacturing sector percentage growth or contraction in real value added, 1994 - 2009 where up to 50% GVA growth is identified in re. Automotive, Marine and Motorcycles. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/31785/10-1333-manufacturing-in-the-UK-an-economic-analysis-of-the-sector.pdf

4 There is a compelling opportunity for further growth in the marine sector in Poole and Weymouth and Portland, a cluster to be formed around the success of Sunseeker International Ltd and Luhrs Marine Ltd. LGF Investment will accelerate and enhance UK's first Marine Skills Centre in Poole and increase the provision of employment land. The Weymouth and Portland National Sailing Academy at Osprey Quay, Portland, the regeneration activities in Poole, and employment sites and deep-water harbour facilities at Portland Port are assets to be fully exploited.

5 Dorset based companies whose productivity and efficiencies would be enhanced by infrastructural investment across the region include global and European leaders such as Cobham, Meggitt, BAE Systems, Magellan Aerospace, Honeywell, Ultra Electronics and GA Telesis, all supported by an impressive array of local supply businesses. Dorset is at the forefront of R&D Defence with world-class companies such as Universal Engineering, Atlas Elektronik, QinetiQ, Aish Technologies, AGI Aeronautics, AB Precision, G3 Systems and Lab Impex Systems. .

6 "Bournemouth benefits from near-shoring" is a useful case study from The CityUK, the Financial services trade body <http://www.thecityuk.com/financial-services-uk/why-financial-services-matter/case-studies/bournemouth-benefits-from-the-near-shoring-of-financial-services-jobs/>

7 2,200 enterprises in Dorset are Finance and Business Services Companies and the conurbation of Bournemouth and Poole is the second largest concentration of Financial Services in the South West.

8 ESRC (2013) Bournemouth Digital Pier, Steve Brewer and David Rees. For the Economic and Social Research Council

1 BIS (2012) Industrial strategy: UK Sector Analysis BIS Economic paper no 18

2 Manufacturing Advisory Service (MAS) <http://www.mymas.org/news/home-is-where-the-heart-is-quality-cost-delivery-are-prime-drivers-to-move-production>

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sectors, reflecting the success of UKTI's targeting of high-quality investment projects that generate long-term economic value for the country⁹. A recent Chatham House report¹⁰ identifies "regional initiatives aimed at increasing Chinese ODI." Dorset offers an additional location for such activity. A particularly significant observation comes from the Co-Chair of the Aerospace Growth Partnership¹¹. In the UKTI analysis he proposes that the global aerospace industry is currently on a "super-cycle" that is generating significant commercial opportunities in the UK for innovative international companies. The work around Bournemouth Airport takes on further prominence in our strategy in the light of this understanding.

- Dorset already has a strong multi-national presence and this is likely to increase as new developments, such as Bournemouth Airport, Holton Heath, Cobham Gate, Osprey Quay and Poole Port provide a greater choice of location.
- Increasing international demand for higher education and training in the UK¹²; with new facilities and student accommodation and ambitious plans, the Arts University of Bournemouth and Bournemouth University are well placed to take advantage of new opportunities. International students bring important additional income to the UK.
- Bournemouth is already the UK leading centre for (ESL) English as a Second language teaching. Its universities are growing international activities. In terms of education export activities, the non-UK BU students and associated activities generated at least £84.814M spending (direct and secondary), £17.192M income and supported 642 FTEs throughout the South West regional economy¹³.
- Increasing demand for quality leisure opportunities: as the international and European economies recover. Dorset already attracts significant numbers of visitors, with a leisure and business conference offer based on quality.
- Increasing house prices and commercial rents in

London, making other secondary locations attractive for many companies for some or all of their business functions. Providing Dorset can provide sufficient employment land and a range of housing options, its relative proximity to London and attractive quality of life makes it well placed to attract companies keen to locate in the south of England. Our housing plans will amplify this opportunity.

Global factors and consumer trends provide real opportunities for the Dorset economy to expand and for local businesses to capture increasing shares of national and international markets.

A Local industrial Strategy

The Dorset LEP recognises the contribution it can make to the national economy. In particular it aligns its strategy, where strong potentials exist, with national priorities.

Many of our identified areas of strength will contribute in shared areas of national priority. Our skills development programme focuses on STEM to a great degree in acknowledgement of current deficits, risks and threats to growth and the Dorset economy. The growth proposed through LGF investment will certainly make contributions across these areas:

- Advanced manufacturing, including aerospace, automotive and life sciences.
- Knowledge intensive traded services, including professional and business services, the information economy and traded aspects of higher and further education.
- Enabling sectors, such as energy and construction.

Our plan aligns local strengths, capacities and talent especially closely with;

- ICT & Precision Instruments
- Digital, Creative & Information Services
- Financial Services & Business Services
- Health & Social Care

Figure 1.9 Local areas of growth potential shared with national priorities

ICT & Precision Instruments
Digital, Creative & Information Services
Financial Services & Business Services
Health & Social Care
Education & Research & Development
Advanced Manufacturing / Automotive & Aerospace

- Education & Research and Development
- Advanced Manufacturing / Automotive & Aerospace

We have established strength. These clusters and collocations of expertise are an asset that needs to be supported and developed to unleash full potential.

Advanced Engineering and Marine Engineering

This sector, feeding into priority areas in Advanced Manufacturing / Automotive & Aerospace. The sector here currently employs around 15,400 people and contributes £800m to Dorset's economy. The UK has the world's second largest aerospace industry and Dorset counts aerospace as one of its leading industries. Many of Dorset's aerospace companies are engaged in R&D, design and/or manufacture of many of the world's most significant civil aerospace and defence projects. Cobham, BAe Systems, Magellan and GA Telesis are examples of those companies based in Dorset and they themselves are supported by a large number of local supply businesses. Due to its maritime naval history, Dorset is still very much at the forefront of companies holding R&D defence related contracts. Some of the companies involved in this particular aspect of work are Universal Engineering, Beagle, BAe Systems, Atlas Elektronik, QinetiQ, AB Precision and Lab Impex Systems. For the past three decades, Sunseeker International, the leading leisure boat manufacturer of some of the world's most luxurious motoryachts, has been based in Poole and has now expanded its manufacturing expertise to Osprey Quay, Portland.

Energy goods and services

This sector currently employ around 3,500 people and contributes £173m to Dorset's economy. Dorset has key businesses working directly in renewable energy. Dorset offers an ideal environment for renewable energy companies to thrive and there are opportunities for wave and tidal power as well as good levels of solar radiation

and an ideal location for wind power development. In terms of biomass, the county has good resources and a favourable climate for growing crops. To meet the UK's tough targets there will be a huge demand for renewable energy. Being well placed on the South coast of England makes Dorset an ideal location for investors. There is the possibility of offshore wind energy being developed with the Navitus Bay windpark. The Port of Poole and Portland Port, with ready access to deep water, can only assist in putting Dorset at the forefront of construction and support of any agreed wind park developments. Elsewhere, waste to energy plants provide combined heat and power either to adjoining premises or into district heating networks. A pyrolysis facility is being developed at Canford by Dorset's New Earth Energy. There is also growing demand for organic waste treatment technology where we have established strengths.

Digital, Creative & Information Services

The region is already a recognised hot spot. The combination of University research, expertise and undergraduate talent and a strong business base, provides Dorset with the opportunity to develop as a substantive satellite with London's role as a global creative and digital hub. The sector employs around 7,900 people and contributes £349m to Dorset's economy. Dorset is an internationally recognised centre of expertise in animation, production, image manipulation, new media technology and content development. The UK's leading animation school – the National Centre for Computer Animation – is based at Bournemouth University, conducting internationally recognized research and pioneering computer-animated simulation programmes together with the International VFX Hub. The University has a Centre for Excellence in Media Practice and offers courses in broadcast media, interactive media, marketing, public relations and journalism. The Arts University, focuses on the disciplines of art, design, media and performance, and is a source of technical and creative talent, as well as providing creative

9 UKTI's 2012/13 Inward Investment Report, UKTI
 10 China's Overseas Direct Investment in the UK, Burghart and Rossi International Economics, Chatham House
 11 Marcus Bryson, Chief Executive Officer of GKN Aerospace in UKTI Inward investment Report 2012/13.
 12 Education is a significant industry for Bournemouth with growth in both tertiary and FE alongside the important language schools sector. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/229844/bis-13-1081-international-education-global-growth-and-prosperity.pdf
 13 Bournemouth University Economic Impact Study, 2013 see: <http://www.bournemouth.ac.uk/about/economic-impact/bu-economic-impact-report.pdf>

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businesses with knowledge transfer and incubation support. Well known creative enterprises based in Dorset include Bright Blue Day, The Emerge Group, White Lantern Film, P's in a Pod, Adido, 4T2 Multimedia, Framestore, Elvis & Kresse, The Girls and Mollie Regan Textiles.

Financial and Business Services

This sector currently employ around 37,700 people in Dorset and delivers 35% of Dorset's GVA. There are some 2,200 finance and business enterprises in Dorset and the conurbation of Bournemouth and Poole has the second largest concentration of financial services in the South West. Key market leaders have chosen Bournemouth and Poole to locate their contact centres or head quarters. These include JPMorgan, whose campus is based in Bournemouth and employs nearly 5,000 people from the local area and other

major companies such as Nationwide Building Society, Barclays International, Bank of New York Mellon, RIAS, Pru Health, Teachers Assurance, Coutts and Co and Liverpool Victoria. Proximity to London and the continent remain key reasons for many major financial services companies choosing to relocate here, coupled with a growing pool of highly skilled labour, an ever growing cluster of high level finance and business service companies, and an unequalled quality of life.

Barriers to growth: unlocking transformation

Dorset LEP is actively addressing local barriers to economic growth, notably through the on-going development activities and the education, skills and enterprise work of Further Education Colleges and Universities. The Dorset LEP has collectively worked to embed the concept that economic development

Figure 1.10 Local and national areas for growth linked to indicative projects

Strategic priority sector of the local economy	Project / Intervention	LGF acceleration / input proposed
Advanced manufacturing / Automotive & Aerospace	Airport Park, Poole Regeneration area, Holton Heath, Cobham Gate	Intervention in transport infrastructure and accelerating land release
ICT & Precision Instruments	Holton Heath, Joint Universities Business Campus	Some match funding for private investment and unlocking land
Digital, Creative & Information Services	Silicon South, Growth Towns, Joint Universities Business campus	Matched and leverage funding for large investments and to support incoming corporate players incubation, clustering and knowledge intensive links to universities and local creative businesses
Financial Services & Business Services	Lansdowne Development, Business Growth Hub	Matched and leverage funding for large investments and to support incoming corporate players; business skills support and development
Health & Social Care	ODIAC, Living Labs for Wellness, Social and Healthcare, Wessex Academic Health Network	Matched and leverage funding to catalyse growth and share risk
Education & Research & Development	Joint Universities Business campus, Skills programme, Business Growth Hub	Matched and leverage funding for large investments and to support incoming corporate players

services, activities and projects are geared to the needs of business, with the strong support of the Local Authority Leaders.

Barriers to housing growth, commercial and industrial development

Barriers to housing and commercial development threaten to undermine Dorset's ability to accommodate economic and population growth. This is the single greatest challenge facing local partners. The strategic plan identifies specific projects geared to address instances where LGF investment could unlock potential and accelerate growth, notably at Dorset Green; Station Road Area, Gillingham; in Shaftesbury and across North Dorset - Mixed Use Sites. Our housing strategy and projects indicated, illustrate the approach of the unlocking potential fund to provide a clear picture of growth potentials.

The barriers to overcome include:

- Transport, pinch-point and access barriers to key housing and employment locations, with road constraints acting as a barrier to a number of key locations such as Gillingham and Dorset Green; locations with considerable housing and commercial development potential. Our transport plans provide granular accounts of specific and urgent points for investment.

Typical areas where LGF intervention can make a demonstrable difference to market failure to improve timelines for growth are:

- Defraying Infrastructure costs and uncertainty over commercial returns in terms of unlocking sites and providing premises, high-risk/high growth start-up and business expansions, especially space and incubation facilities. Certain obstacles are too costly to be undertaken by the private sector and too small to become a strategic transport priority.
- The constrained commercial and development footprint of Bournemouth International Airport is a major and larger scale example. The transport infrastructure investment needed (over three phased developments) reflects the scale of the benefits, including employment and national and local tax income. Here we seek to gain LGF investment to complement local and private sector investment, where employers such as Manchester Airport Group and Poole Borough Council have borrowed to support investment, and not benefited from central government sector investment to take advantage of these large scale, and regionally significant opportunities.
- Although significantly less than London, house prices in Dorset are higher than average, and many of the most popular towns and centres have become unaffordable for many first time buyers and people

taking up employment opportunities.

- A combination of circumstances are increasing demand for affordable housing, including market and intermediate market rent. With some parts of the economy dominated by low wage activities, demand for affordable housing is a persistent challenge.
- Environmental considerations and the application of European Union Directives on designated sites and areas, such as Dorset Heathlands.

Barriers to business growth

In Dorset we confront barriers to growth and market failures affecting the day-to-day ability of companies to increase sales and productivity – these are linked to our business ecology: a particular collocation of small and micro businesses linked to tourism, financial and business services, creative industries and various kinds of advanced manufacturing, including marine and medical technologies. These include:

- Limited internal company funding to support business growth – the challenging economic circumstances have left many businesses with insufficient internal resources to develop and implement company growth plans – and where companies are smaller scale, risk averse strategic approaches can constrain high-growth activities. Silicon South and the University Business initiatives will address this in sectors where small and micro businesses are highly creative but lacking in critical mass to grow.
- The uncertainty and development costs of undertaking innovation and commercialisation, a key component in improving productivity (one of our main aims), and already recognised as a significant market failure in current EU Programmes. Our Business Growth Hub can address support this via LGF if allocated.
- Limited resources (particularly in engineering) and expertise available to SMEs to develop growth and business improvement plans, another key strand in improving productivity, and exacerbated by the recession and low levels of economic growth of recent years. Our Business Growth Hub can address support this via LGF if allocated.
- The uncertainty and perceived risk in exporting, particularly with regard to new markets, a key strand in maintaining manufacturing competitiveness and employment, and recognised by the work of UKTI.

Addressing these market failures requires co-ordinated actions from the leading agencies involved in supporting business. This includes both national services and those developed to meet the needs of micro and smaller business. These may fall below the radar of a more generic approach to growth and support. Proposed bespoke local support is the key here.

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Barriers to Up Skilling the Workforce

Dorset has a high level of economic activity and low levels of unemployment. But there are a number of barriers to developing a higher skilled workforce. These are:

- Company reluctance to undertake and/or support training, including apprenticeships, often fearing that better trained personnel will leave, and evidenced regularly in company skills surveys.
- Skills shortages, particularly for technical skills. Again, many employers are reluctant to invest as successful trainees are likely to leave.
- Young people, where poor information and guidance leads to poor choices by the young person, reducing job opportunities. This has been exacerbated by changes to the careers advisory system.

Dorset LEP has overseen the development of an Employment and Skills Plan, included within this strategy and core to our aims for a Talented Dorset. It address some of these barriers, although a modest ESF allocation will limit progress over the next few years. LGF investment is, therefore, especially crucial in supporting the LEP to deliver on its ambitions for growth. The continued move to a more employer responsive local training system will make an important contribution, as will emerging plans to support intern and graduate placements with local companies.

- Our skills plan and our Talented Dorset programme in part 2 outline a comprehensive set of measures to address these barriers.
- Our FE sector is a major component in driving growth and supporting local development. Investments in capital for skills stand as a core priority.

Skills Capital Proposal (see also appendix 3)

Outline proposals have been received from all three FE Colleges in the Dorset LEP area. In support of this work, we (re)approached all of the Further Education Colleges in the LEP area and requested additional information on their planned skills capital infrastructure investments. The returns are included as Appendix x along with the details obtained earlier by Dorset County Council, and indicate a potential skills infrastructure need in the Dorset LEP FE Sector of in excess of £12m.

It could certainly be argued that almost all college repairs, maintenance and new build are of benefit to the LEP. All offer the potential to increase the attractiveness of education and training and a more highly skilled and highly educated workforce should boost productivity and employment. However in this report we have sought a more direct link between proposed skills infrastructure developments and LEP priorities. Nonetheless, there is still considerable overlap between the desired FE sector skills investments and the identified LEP priorities, particularly those matching the LEP priority of establishing the 'Talented' Dorset' in partnership with the Employment and Skills board.

We include a summary of each College's intentions including a reflection on how these currently match Dorset LEP's, placing this in context of the strategic priorities of the economic plan. Following it is an analysis of the key themes emerging from the college skills infrastructure plans.

Intervention Summary

The objective of the capital investment fund is to provide capital grant support for renewal, modernisation and rationalisation of skills and education infrastructure. It will enable the provision of good quality accommodation and specialist equipment to support education and training, which promotes economic growth and helps learners reach their potential.

Projects will need to demonstrate high value for money and support growth in the economy.

Targeted capital investment in will improve efficiency and effectiveness, enhance learner and employer engagement and support economic growth and social cohesion.

The Dorset Employment & Skills Board in partnership with the Skills Funding Agency (and supported by Marchmont - Exeter University) will take the lead in developing a coherent approach to capital investment and will ensure that proposals are clearly shaped by the agreed skills strategy. Following an open call for proposals, a number of proposal have come forward for funding in 2015/16 and 2016/17, together with a provisional pipeline of capital projects from 2017/18 to 2020/21. The process set out for the management of the skills capital fund will result in new proposals coming forward for which a clearly defined process of scheme prioritisation, and investment appraisal is in place.

All three College 'asks' will be crucial to achieving the Talented Dorset LEP Priority: "The purpose of this theme is to ensure that employment and skills related issues are adequately addressed, and that the objectives and interventions arising effectively address the needs of Dorset's businesses and people. There will be a focus on both the supply and demand of skills, as well as the retention of talent within the area. The objective of the Talented Dorset theme is to "enhance the skills of our current and future workforce". All three also offer the potential to feed into the SIF's desire to improving social inclusion through education and skills and achieving higher skills levels across the region

FE Growth Investment

£ 3,562,275 is being sought from the Local Growth Fund for the period 2015/16 and £2,032,875 for 2016/17, with a provisional further £1,950,000 for the remainder of the Plan period (see table This will lever match funding from the colleges themselves of an estimated £14,630,350 over the plan period. A total leverage ratio of 70:30.

FE Growth Outcomes

It is anticipated that this will increase GVA, deliver 5,602 square meters of upgraded C and D category estate.

Links to Skills Strategy

The Strategic Economic Plan and the Dorset Skills Strategy provides the basis for the prioritisation of projects. All projects must support the achievements of these priorities and support the LEPs priority sectors.

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Skills: Business as usual is not an option

Our Talented Dorset theme points to the need to develop and create talent in the economic region. As well as growing new sectors, we need to ensure we can replace and develop talent and the productivity required for local growth. This cuts across our skills plan and the work we need to accelerate for housing and accommodation market development.

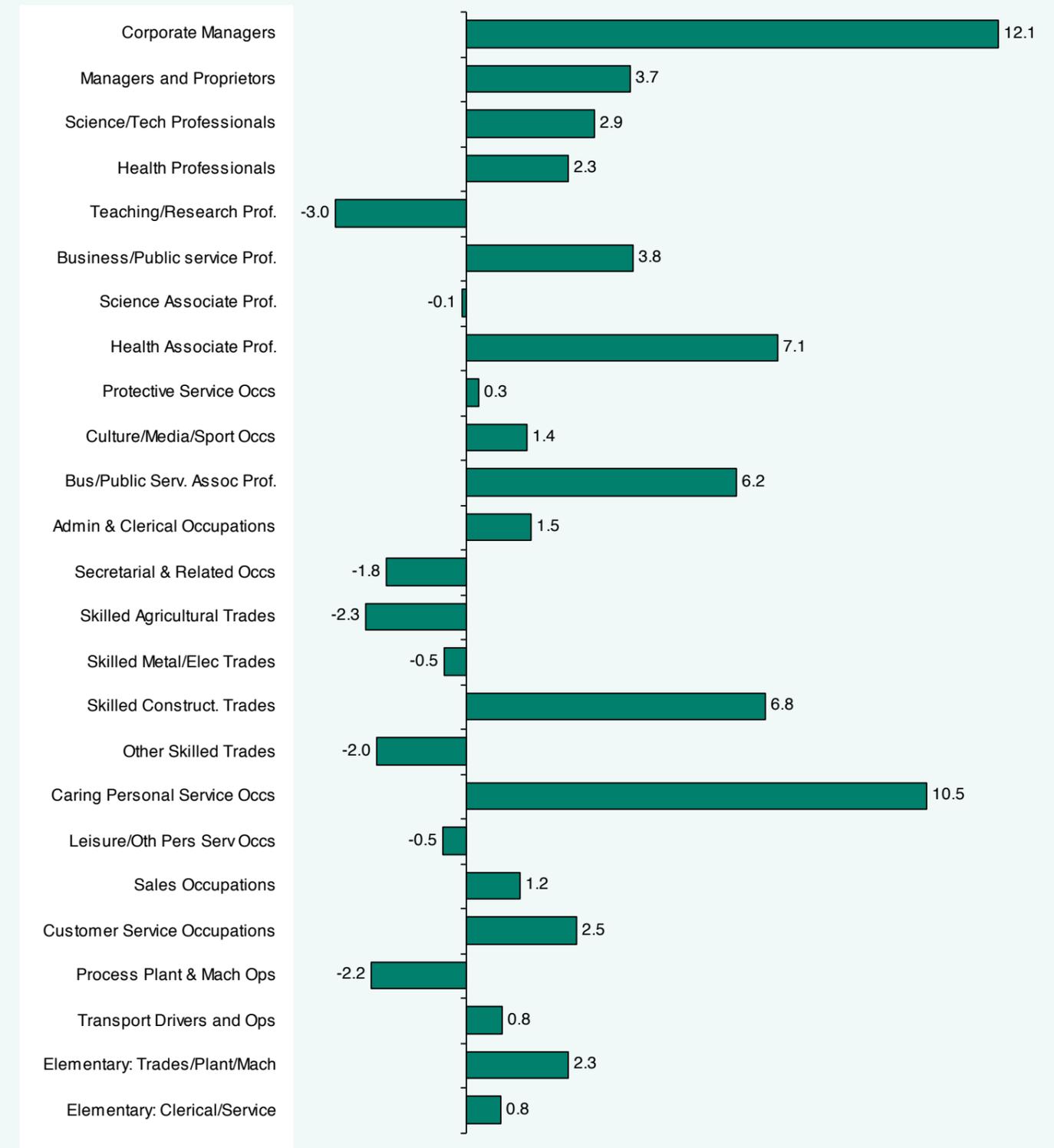
Replacement Demand: Replacing 56,500 employees by 2021 and 138,300 as an ageing population moves to retirement

Looking at expansion demand over the decade to 2022, it is projected that in the Dorset LEP area 53,900 new employees will be required, compared with 56,500 over 2011-2021: 2011 saw a dip in employment growth and so was a lower base position than 2012. There are few differences in the change by occupation 2011-2021 and 2012-2022.

If we look at this expansion demand alone, there are a number of occupations where net demand is negative i.e. the total number in employment in that occupation is falling. This can be seen in Figure 1.9.

However, in addition to this expansion demand for 53,900 people, there will be a need to replace 138,300 people in all occupational groups as they leave the labour market to retire, as shown in Figure 3 following. Together with a small adjustment as people shift between occupations, this gives total replacement demand of 138,200 and a resulting net requirement for 192,400 new employees in the local labour market.

Figure 1.11 Projecting future skills



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Key Programmes

The Dorset ESIF and the various Opt In offers will allow a significant part of the accelerating business growth proposals to be taken forward at an early stage. Significant resources are required to address capacity constraints, notably transport investment (including the former City Deal proposals for Bournemouth Airport and the Port of Poole) and this is focussed on a set of proposals to realise the potential of employment locations.

Unlocking Potential

We have affirmed to the HCA that Dorset LEP is fully committed to using the range of investment programmes at our disposal to support housing delivery in Dorset. Our Unlocking potential Fund stands as a further and flexible vehicle to support and progress housing and other land-based plans. Our ambition to start up to 9000 homes by 2020 would be part of the broader step change laid out in the document. Over the past three years we have delivered just 1000-1300 starts per annum. Unlocking Potential will stand as a major part of our work in aligning growth ambitions, land potentially available for development, strategic need to energise housing development, strong partnerships with housing developers and housing associations, and a national-level recognition of the urgency (locality-by-locality) of rebalancing and redistributing residential development activity – notably to take pressure off the London market and the overheated southeast housing markets on our borders.

Empowering Local Partners

The projects, programmes and plans outlines within this strategy represent a unique offer to government. The collocation of coast, countryside, and conurbation-developmnet set down provides a unique frame within which talent wil thrive. We have scheduled early actions across programmes and in individual projects to take advantage of the economic upturn. The strategy is, however, a starategy for sustainable growth. The list of detailed interventions looks, too, to the medium term; strategic actions to ensure the Dorset economy can build momentum into a sustainable and transformative long term future.

Dorset LEP has set out an ambition which reflects the strengths of a serious growing economy – a blend of

fast-paced financial activity, creative development, skills training and infrastructural growth. These ambitions will be assisted by the presence of two Universities and a small number of strong Further Education Colleges. The role of the Local Authorities will be central to the success of the Strategic Economic Plan and the joint efforts of the public and private sector, working in partnership, will drive forward many of the new ideas set out in this document.

To enable these investments to proceed we require a number of flexibilities from Government. These include:

- Greater certainty regarding capital funding schemes, and in particular the transport and capital element of the Local Growth Fund.
- Flexibility with regard to the retention of business rates, to ensure that we can invest and secure a return on investment.
- Loan guarantees and other capital allowances.
- Greater devolution of funds and closer collaboration and joint planning with key partners such as the Skills Funding Agency, the Homes and Communities agency, the Environment Agency and the Highways Agency.

A commitment to provide certainty beginning in the first year of the Local Growth Fund, and work with Dorset LEP as new ideas and initiatives are fully developed. After many years of relatively low allocations for economic development activities – and Dorset has no City Deal or Enterprise Zone - the Strategic Economic Plan offers a new opportunity for Government to recognise Dorset’s potential and work in partnership with the private and public sector in Dorset.

Fig 1.12 Strengths, Weaknesses, Threats and Opportunities: profile and potentials summary

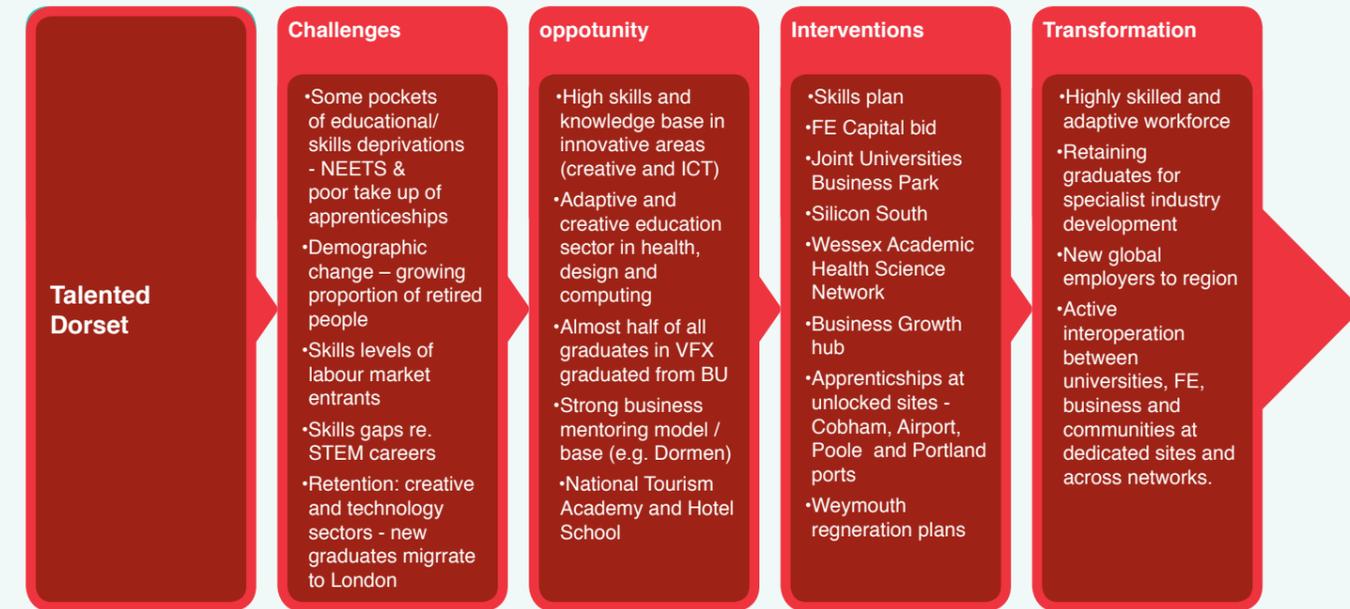
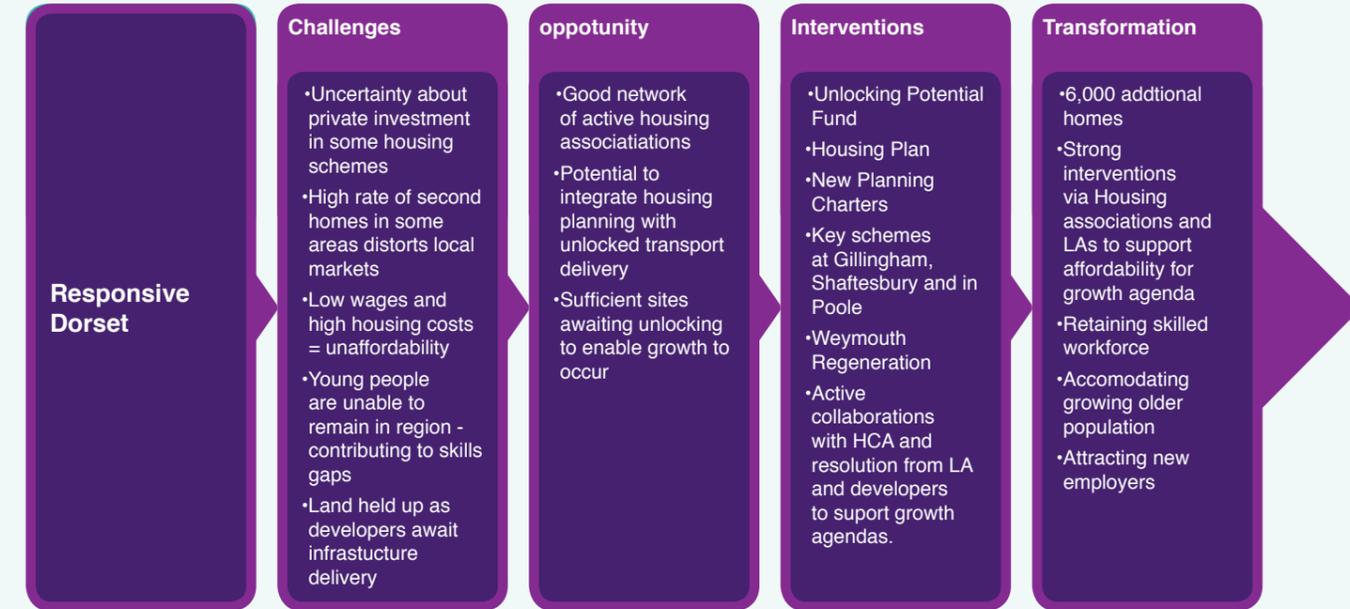
Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong sprit of localism / place across the region • Very strong group of financial service companies and strong manufacturing base – marine, food and drink (and supporting supply chain), advanced manufacturing and engineering • Large business base relative to size of population • Low levels of unemployment and economic inactivity • Relatively self-contained labour market and skilled workforce (with room for improvement in relation to NVQ Level 4+) • Diverse occupational profile and growing Self-employed / SME profile • Blend of urban and rural locations and activities • Two Universities offering world-leading research in digital, creative sectors and a thriving undergraduate population studying degrees in both technical and academic subjects • Specialist talent pool in VFX and animation • Investment plans in existing FE colleges • Outstanding coastal towns – Christchurch, Bournemouth, Poole, Weymouth and Portland • Strong tourism offer, including award winning beaches, Areas of Outstanding Natural Beauty, and historic sites and buildings • Road and rail connections to some major cities (e.g. Southampton and London) and access to Portsmouth and Southampton ports • Port connections via Poole and Portland • Active LEP and strong partnerships to energise opportunity. 	<ul style="list-style-type: none"> • Relatively low productivity levels and low wages (low GVA in Dorset Region) • Underrepresentation in export related firms and the knowledge economy • Greater dependence on micro businesses than elsewhere • Some pockets of educational/ skills/ and economic deprivation / NEETS • Poor take up of apprenticeships in some sectors – e.g. finance, insurance, tourism and only 8-10% of employers currently engage with apprentices • Demographic change – growing proportion of retired people and declining size of youth cohort to meet new employment opportunities • Skills levels of labour market entrants – GCSE attainment is currently between the regional and national average and there has been low levels of improvement between 2006 and 2011 • Skills gaps and shortages and insufficient interest in careers in a range of sectors, including engineering and science related industries (with additional opportunities arising through replacement demand as the population ages) • Insufficient apprenticeships being provided or taken-up in certain sectors, and not keeping-up with other parts of the country • Reluctance of employers to report skills issues • Relative scarcity of high quality land for housing and commercial development • Below UK average competitiveness • Mass of SMEs in Tourism cannot invest in large scale growth projects.
Opportunities	Threats
<ul style="list-style-type: none"> • Unlocking land for jobs and houses • Ambitious, growth focussed University development plans • Diversify business base across hi-tech and manufacturing • Build on Tourism strength to adapt and develop new world-class attractions • Address NEETS and skills gaps • Important market and coastal towns • Forecast growth in digital and creative industries backed by commercial partnership and strong R&D base in Universities • Further development of supply chains in key sectors, such as advanced engineering/ Aerospace • Forecast increase in global trade over the next ten and twenty years • Size of UK inward investment market (c. 100,000 jobs per annum) • New markets as developing economies move from producers to producers/consumers • Increasing demand for low carbon goods and services • Building on natural resources to secure opportunities for economic growth from the green economy/ Environmental Technologies • To address challenges of ageing population through service and technological innovation • To address low wage economy, un- and under-employment and areas of economic and educational deprivation through growth strategy • Expand and exploit complementary port-based assets – in harbour and deep dock port developments. 	<ul style="list-style-type: none"> • Low cost economies moving into higher value added production • Rising house prices/ scarcity of affordable housing blocking incoming employees and making it hard for talented young employees / graduates to stay • International tourist destinations and UK non-traditional destinations expanding • Continued slow growth in the national and international economies, particularly the Eurozone • Increased competition in conference market • Investment in key enabling technologies and pace of innovation by companies in advanced economies such as Germany and the USA • Restricted supply of employment land in parts of the County • Perceptions of Dorset as an investment location • Risk of future job losses in public sector (some areas with high dependence on PSE) • Over-Reliance on Financial Services Employment • Lack of opportunities for upsizing SMES and advanced management/ skills development in SMES – risk of stagnation • Unavailability of finance capital for SMES to boost growth • Stagnation or fashion shifts in Tourism market not met – e.g. eco- and educationally led tourism • Demographic imbalance – with high proportion of non-working age population projected for 2035 (50%) • Unaffordable housing deters talented employees and drives out start-up, or investing businesses.

Transforming Dorset: linking strategy to projects, priorities and interventions



Figure 1.13: Pathways to transformation and growth

To deliver on our ambitions for a talented, connected, responsive and competitive Dorset we need to step up activity along four major pathways to local transformation. This will deliver growth. But this transformative growth depends upon investment in strategic projects, as well as on clear governance, delivery and evaluation through local partnerships.



Transforming Dorset: linking strategy to projects, priorities and interventions

Key Sources of Finance

The table below sets out the key sources of finance running alongside the proposed LGF allocation. These streams will support economic growth over the next five years. They include figures for ERDF and ESF from the Dorset ESIF and Opt-In support from organisations such as UKTI.

Local Growth Fund support is critical to increasing the scale of activity needed to support economic growth, notably with regard to transport connectivity and unlocking economic potential. The very positive employment and GVA forecast will only be realised if Dorset has the employment land and housing growth to accommodate growth.

The proposals include a five-year commitment for FE Capital (estimated at £19m to allow new proposals to be developed), and a similar commitment for five years from the Affordable Housing Budget. The Dorset Local Authorities are already investing significant resources in economic development and related services, including planning and transport activities. The outline plan cites £90 million of Local Authority funding across the proposal, with significant tranches as yet unconfirmed.

Table 1.4 Key Sources of Finance

	2015/16	2016/17	2017/18	2018/19	2019/20	Totals
BIS	£0.9m	£0.9m	£0.9m	£0.9m	£0.9m	£4.5m
ERDF ¹	£4.0m	£4.0m	£4.0m	£4.0m	£4.0m	£20.0m
ESF	£2.7m	£2.7m	£3.4m	£3.4m	£3.4m	£15.6m
SFA ESF match	£1.6m	£1.6m	£2.0m	£2.0m	£2.0m	£9.2m
RGF3	£1.5m	£1.5m	-	-	-	£3m
HCA	£15m	£15m	£10m	£5m	£5m	£50m

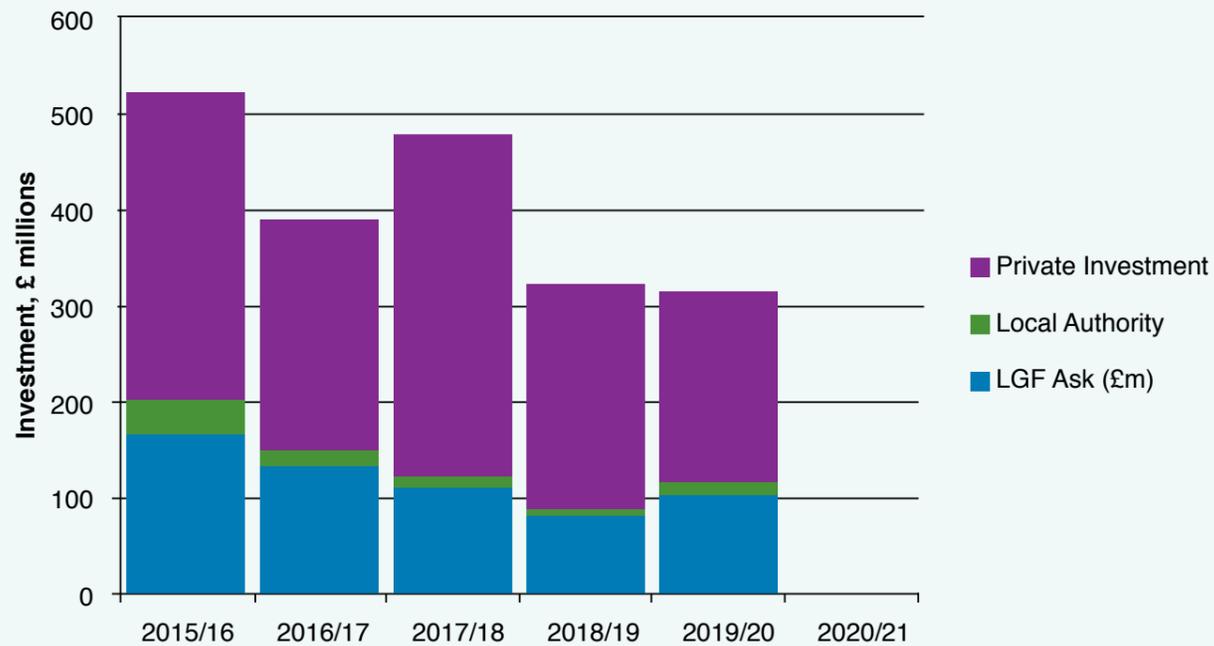
¹ Dorset has a modest ERDF resource and is likely to fully commit its resources before the 2020 end of Programme

Structure of Request: scalability and additionality

The request for LGF funding is linked to projected opportunities to leverage additional funding, notably from Local Authority sources, but also from private investment. We have sought detailed business plans from the stakeholders proposing projects for growth in the region. Analysis and presentation of economic data reflects those undertakings, including some informed estimation. We would, necessarily and as [part of due diligence, pursue fuller and finalised information regarding leveraged funds as part of the negotiation process.

Our request for LGF funding identifies the potential to invest approaching £600million over 7 years. It would leverage £1300million.

Figure 1.14 Total Funding package



This is the data in the above chart.

Table 1.5 Summary of Ask

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
LGF Ask (£m)	166	135	111	82	102	1	595.735
Local Authority	39	16	12	7	16	0	90.160
Private Investment	318	238	355	234	196	2	1,341.631

Our deal is partly about ensuring government investment in public projects and partly, too, about using government investment effectively as a means to unlock the private finance and capital required to maximize and optimise growth. We will seek to ensure that investment is leveraged against private and other sources – to focus and maximise initiative, returns, outputs and growth. Table x summarises estimated leverage ratios against private and then against all sources of finance/ investment.

Figure 1.15 Leverage ratios: LGF v private & LGF v all

Every £1 of LGF funding results in £3.40 investment in total.

Every £1 of LGF funding is leveraged by £2.25 of private investment.

Summary of outputs

The investment of LGF and the leveraged funds would produce an array of outputs and outcomes: considerable positive additional growth in Dorset. At the top end of any scaled allocation the delivery of projects linked to this total funding package would bring some additional 20% growth to jobs in the LEP region economy by 2021 – an additional 3% p.a.. The potential outputs are summarised in table x

1.5 (a) Summary Potential outputs from full delivery of a LGF funding package

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
LGF Ask (£m)	166	135	111	82	102	1	595.735
Local Authority	39	16	12	7	16	0	90.160
Private Investment	318	238	355	234	196	2	1,341.631
Unlocked land (Hectares)	184	201	208	221	234	233	233
Accommodated jobs	2,498	7,756	10,905	15,713	20,818	20,938	20,938
FDI	21	21	36	76	6	0	159
New International Visitors	110	340	22,869	28,469	51,969	51,969	155,726
New Domestic Visitors	29,790	36,120	458,182	538,888	843,672	843,672	2,750,326
New business (relocations)	258	334	443	559	732	729	729
New business startups	89	284	475	761	1,002	1,017	1,017
New homes	728	1,428	1,698	2,098	7,239	7,239	7,239
Additional FTE Jobs	15,424	30,786	42,122	56,105	72,885	79,657	79,657
Additional GVA (£m)	269	518	723	962	1,260	1,392	5,125

Structure of Request: scalability and additionality

In total:

In the six years to 2020/21, this investment will:

- Create 7,239 new homes
- Attract 2,910,000 new visitors to the region,
- Including 410,245 new international visitors to the UK.
- Attract £200 million in new foreign direct investment
- Lead to the creation of 1,000 new business start-ups.

The major impact we would seek to maximise is an impact on creation of new jobs. We would seek to do this early in the cycle – by unlocking land and creating new start-ups across the region. There would be, however, necessarily, some momentum effects and some cumulative generation – as projects come on stream and businesses grow. Chart x shows the additional growth and summarised in table y.

Figure A 1.16 Additional Full-Time Equivalent Job

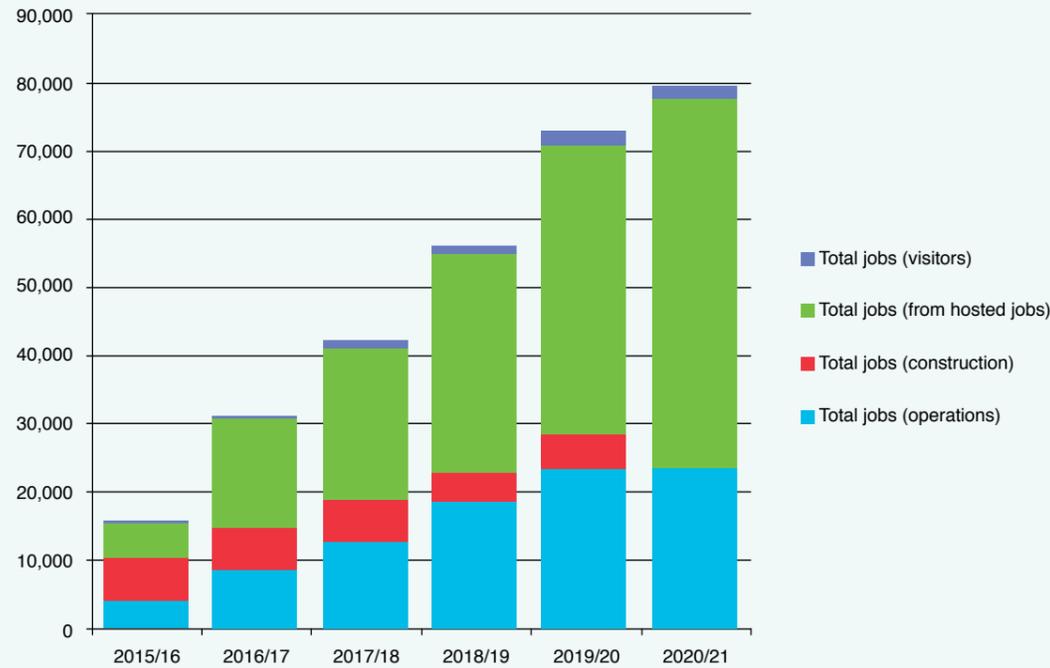


Table 1.6 Summary: Additional Full-Time Equivalent Jobs

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Total jobs (operations)	4,141	8,688	12,812	18,851	23,644	23,650
Total jobs (construction)	6,178	6,216	5,976	4,099	4,948	0
Total jobs (from hosted jobs)	5,075	15,843	22,292	31,893	42,225	53,939
Total jobs (visitors)	30	38	1,042	1,262	2,068	2,068

Capital v Revenue

We have identified the component elements of the ask in terms of capital and revenue by project. This is presented in table x.

Figure 1.17 LGF Funding by funding type and year (capital versus rev)

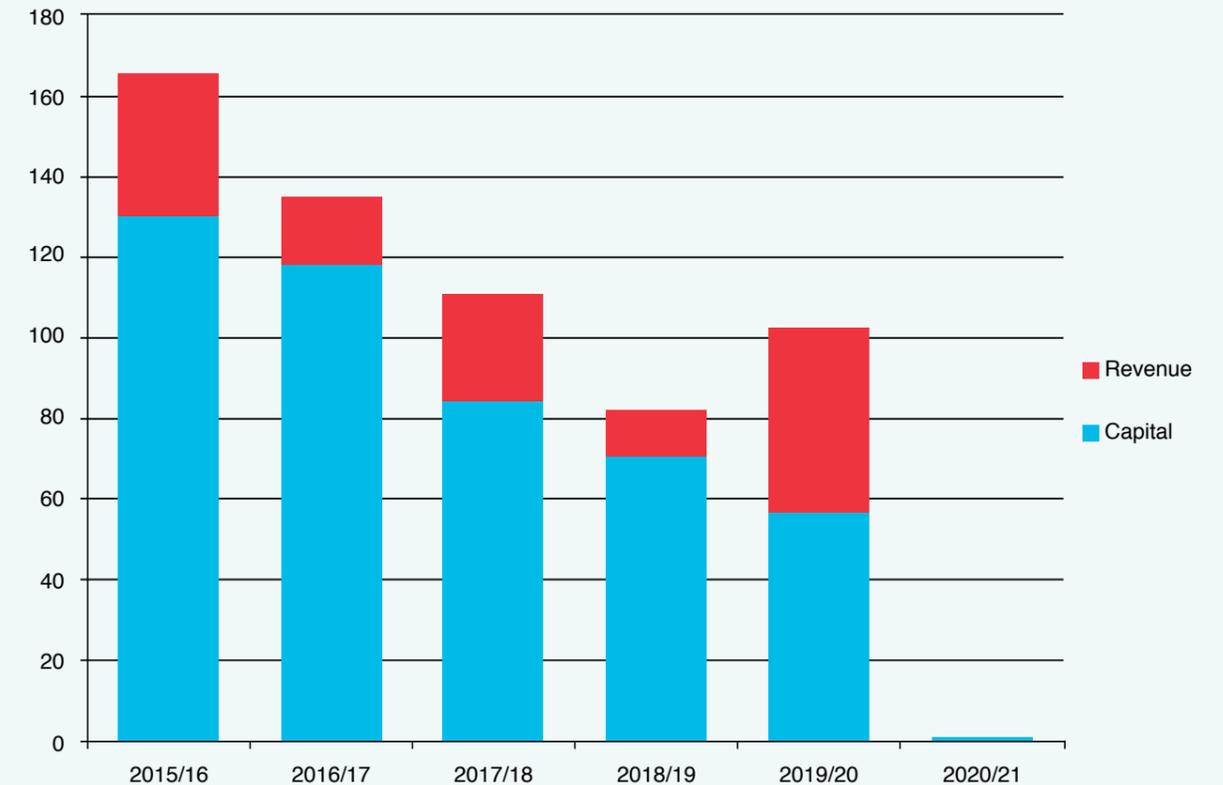


Table 1.7 LGF Funding by funding type and year (capital versus revenue)

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Capital	130	118	84	70	57	1
Revenue	36	17	27	12	46	0

Structure of Request: scalability and additionality

We have mapped the investment to projects. Delivery and evaluation will take place through dedicated project teams and in the appropriate structures outlined for each intervention. However, we will also oversee and evaluate progress through our board structures – linking projects to themes and enabling strategic assessment to run alongside operational evaluation. We have therefore identified how the intervention from LGF would impact our strategic development themes: Talented, Competitive, Responsive and Connected (Chart x and y)

Four themes:

Figure 1.18 LGF Ask by Theme

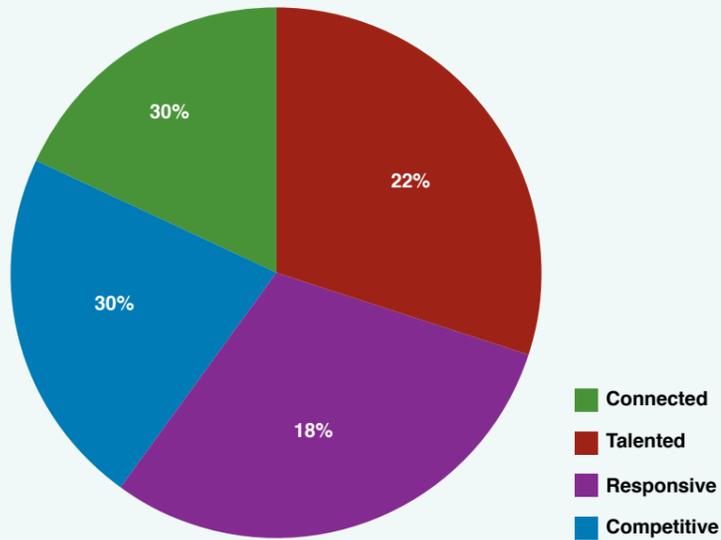
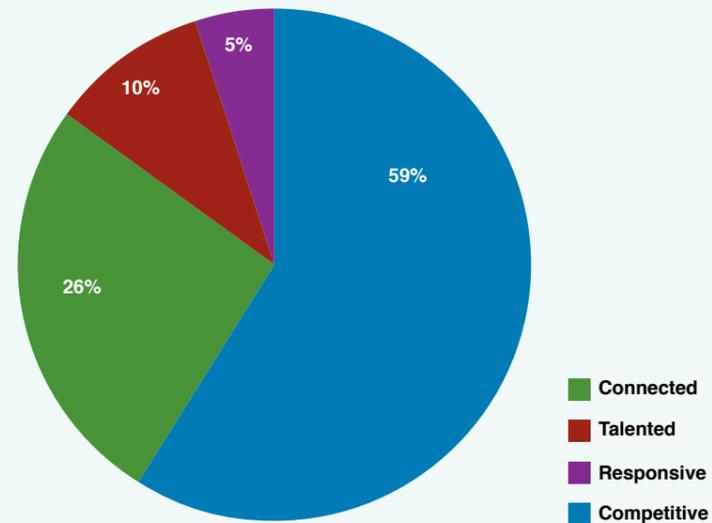


Figure 1.19 Total investment (all sources)



The impacts and outputs have been analysed by themes too. Thus we are able to show the jobs generated in each theme area. (Chart z)

Figure 1.20 Competitive, Talented, Responsive and Connected Full Time Equivalent jobs by strategic theme and year

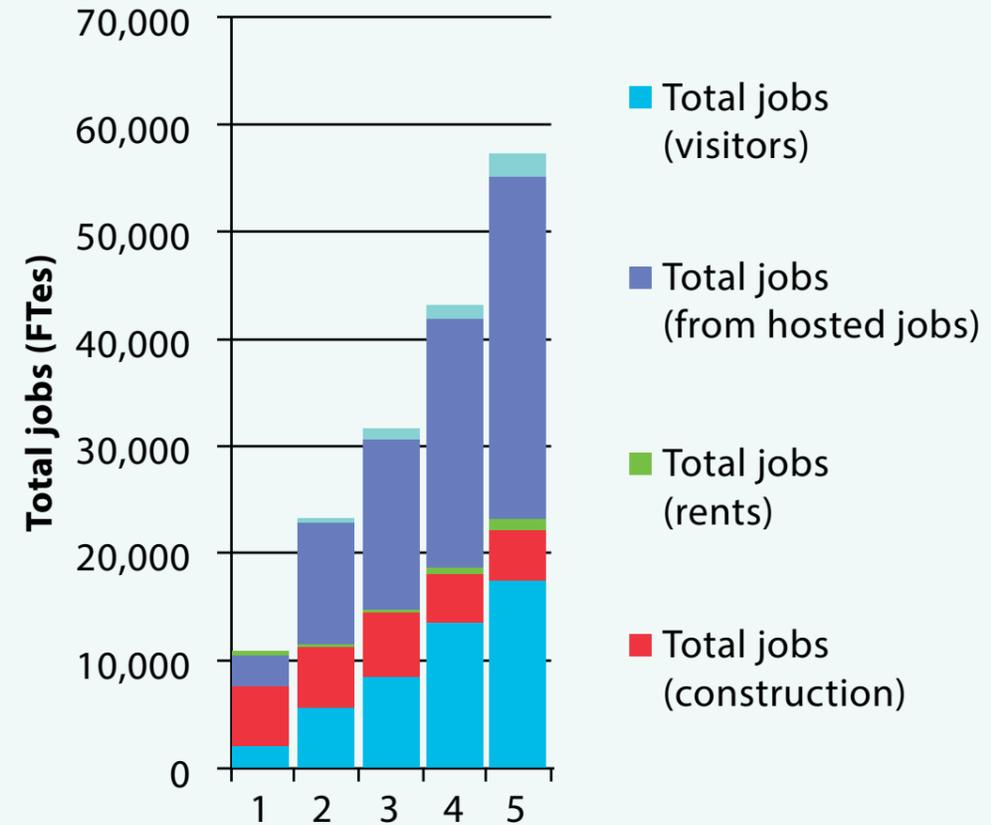


Table 1.8 Competitive, Talented, Responsive and Connected: Total Full-Time Equivalent Jobs by Strategic Theme and year

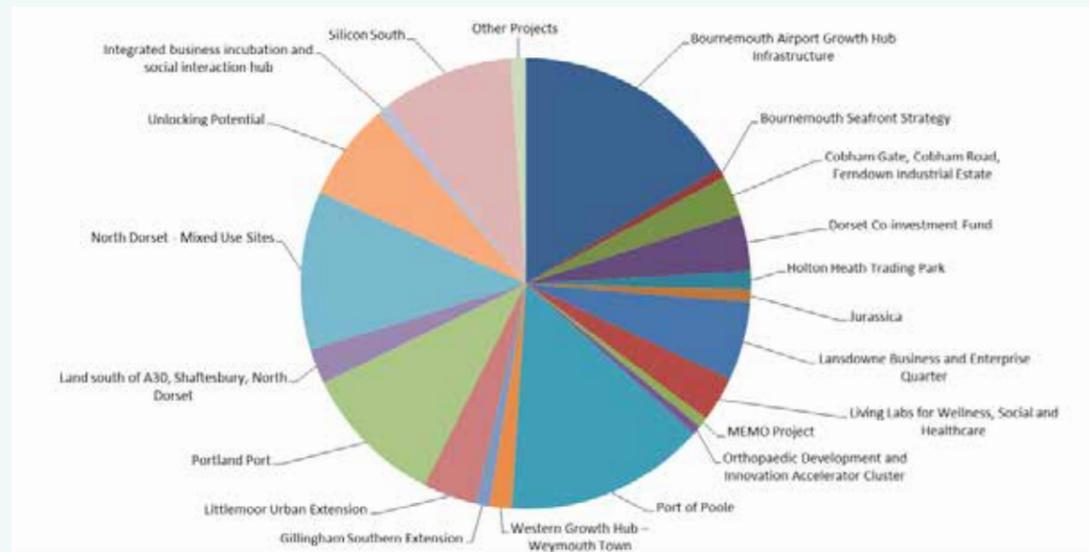
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Connected	3,828	7,577	9,415	11,325	14,165	12,054
Talented	1,900	4,471	5,937	7,421	8,423	8,423
Responsive	2,533	4,917	7,745	11,215	17,628	16,945
Competitive	6,935	13,691	18,976	26,097	32,642	42,235

Structure of Request: scalability and additionality

Jobs: direct, indirect and accommodated

The generation of growth and jobs does not happen in strategic themes, important as such overview must be in planning and delivery – and for evaluation and governance. Growth happens in in real, live projects and in the space of initiative opened up by investments. We have charted total FTE jobs created by the major projects by 2021. (chart x and table z)

Figure 1.21 Total FTE jobs created by 2021 projects



Data for this chart:

Total FTE jobs created by the major projects by 2021.	FTE Jobs
Bournemouth Airport Growth Hub Infrastructure	13,107
Bournemouth Seafront Strategy	555
Cobham Gate, Cobham Road, Ferndown Industrial Estate	2,304
Dorset Co-investment Fund	3,250
Holton Heath Trading Park	1,024
Jurassica	722
Lansdowne Business and Enterprise Quarter	4,491
Living Labs for Wellness, Social and Healthcare	2,587
MEMO Project	589
Orthopaedic Development and Innovation Accelerator Cluster	500
Port of Poole	11,494
Western Growth Hub – Weymouth Town	1,282
Gillingham Southern Extension	768
Littlemoor Urban Extension	3,072

Portland Port	8,214
Land south of A30, Shaftesbury, North Dorset	2,007
North Dorset - Mixed Use Sites	9,052
Unlocking Potential	5,624
Integrated business incubation and social interaction hub	614
Silicon South	7,543
Other Projects	858

Additionality & Scalability

Forecasts propose that, in the absence of LGF funding, employment numbers in the Dorset LEP area will rise organically from 355,000 to 404,000 (Cambridge Econometrics 2013). The full LGF funding package would add an additional 20% growth over 7 years.

We recognise that there is an important strategic imperative in administering and deploying funds on a large scale and across multiple areas. We have modelled some scenarios where less than the full amount requested is given – looking at receiving funding for Transport, Transport + FE capital, and then, including these major component asks, tracking the outputs form allocations at £50million and £100million on top of the transport and FE allocations. We have traced this back to the projects which have identified scalability. Almost all interventions proposed offer some potential for flexibility – though, as outlined in the project descriptors, there will be various negative consequences for growth where key initiatives are stalled or not brought forward.

Figure 1.21 summarises the additionality achieved via scaled interventions from LGF. This has meant, in many case removing projects from the proposed package, or, more often, modelling scaled reduction (in annual potential allocations) to deliver partial interventions. This has been done while respecting projects’ accounts of the impact of scaled down intervention on deliverability, effectiveness and outcomes. The management and oversight processes set down for prioritisation will be a further significant part of the deal in relation to assessing a scaled allocation.

Figure 1.22 Modelling scalability in 6 scenarios

		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Outputs - jobs by 2021
Transport	Local Authority	26	9	9	4	14	0	27,237 (7%)
	Private Investment	133	116	111	109	110	0	
	Competitive LGF	22	32	18	19	31	0	
Transport + FE	Local Authority	34	14	11	6	15	0	27,959 (7%)
	Private Investment	133	116	111	109	110	0	
	Competitive LGF	26	34	19	20	32	0	
Transport, FE + £50m	Local Authority	34	14	11	6	15	0	31,706 (8%)
	Private Investment	175	156	278	136	111	0	
	Competitive LGF	37	50	32	28	33	0	
Transport, FE + £100m	Local Authority	34	15	11	7	15	0	39,277 (10%)
	Private Investment	183	161	286	146	123	0	
	Competitive LGF	51	59	41	34	44	0	
Total	Local Authority	39	16	12	7	16	0	79,657 (20%)
	Private Investment	318	238	355	234	196	2	
	Competitive LGF	166	135	111	82	102	1	

Part 2 Delivering transformation through projects, programmes and thematic interventions

Part 2 Outlines approaches to growth in relation to the projects and addresses questions of growth through detailed accounts of planned interventions. The projects, programmes and interventions outlined are mapped to thematic strategies. It should be clear that many of the projects contribute growth across talent, connection, responsiveness and competitiveness - and drive national-level agendas across these categories too. Figure 2.1 shows a schematic to capture the flexible theme-based framing we have adopted -in part to serve presentational purposes and in part too, to find means to capture the balance of emphasis across themes and to map activity forward to projected change, governance structures and areas of transformative development in the economic region.

An architecture for growth

Dorset's opportunities for growth rest in the collaborations and projects set out in this plan. Our potential and our ambition can be scaled into interlinked project specific growth propositions, individual projects set down within the strategy or wider programme for growth. They are presented in individual detail, but, in aggregate they represent the extensive potential available for investment, potential linked to clear pathways to sustainable growth.

set out a comprehensive agenda for local investment, taking us to 2021.

Dorset LEP has developed this Strategic Economic Plan to ensure that the area makes a leading contribution to the south coast and UK economy. Partners in Dorset from the private, voluntary and public sectors are committed to ensuring that Dorset can meet the higher than average employment and GVA growth suggested by the latest economic forecasts.

Figure 2.1 An architecture for growth: projects



Bournemouth Airport



Approach to growth

The UK is the largest aviation market in Europe¹. In Dorset we value the very important role our airport already plays in providing domestic and international connections. Bournemouth Airport remains an underdeveloped local asset. There is potential to unlock new activity. Road-based transport improvements coupled with releasing land adjacent to the airport's main site will, together, create space for 13,100 new jobs, developing the largest employment site in Dorset. This will allow the region to fully capitalise on £50m of private sector funding already invested in the airport by Manchester Airport Group.

Working with The Airport and local authority partners we have identified scope to further enhance infrastructure and expand the range of supported activities. This will improve Dorset's connectivity, with the potential to locally complement and supplement activities in the hard pressed London & SE airports. It will contribute, too, to strategic aims in job creation and to industrial sector development throughout LEP regional supply chains – capturing momentum developing in advanced manufacturing and aviation sectors in the locality.

The continuing success of Bournemouth Airport is a vital component in projected local growth. Planned improvements will underpin a major element in Dorset's wider future economic contribution.

The proposal to be supported via LGF investment will boost accessibility, into and from the Dorset economy. It will increase trade in services², trade in goods³, tourism (inbound and outbound), business investment⁴, innovation⁵ and increase productivity - both via travel

time saved and as a consequence of efficiencies linked to agglomeration and clustering. The proposed LGF investment will catalyse further growth – linked to tourism and trade.

Passenger throughput peaked in 2007 at 1,086,900 travelling through Bournemouth Airport. Following the severe effects of the recession on regional airports, this throughput now stands at 689,913 (2012). Following the development of new airport and airfield facilities, permission exists to expand this to 3 million passengers per year, although the Airport has the capacity and capability to sustain higher throughput.

Addressing barriers to growth

The proposed LGF investments will support a two-pronged intervention unlocking land to accommodate jobs and business development at the same time as upgrading transport connectivity. This will enable a focussed address to market failure:

- Relieving noted weaknesses in adjacent road transportation networks.
- Opening up scarce land for high quality, well-connected business premises.

In addition, there are junctions and links onto the A338 that currently restrict the development capacity of the airport where investment needs to take place. In total, £89.6m of infrastructure investment is required to allow for full development. The proposed infrastructure schemes that will improve access to the airport are:

- A338 Spur Road improvements
- Bournemouth Airport Access
- Blackwater Interchange
- Wessex Fields Package (formerly Castle Lane East)
- Conurbation-wide key junction improvements
- A338 widening Cooperdean to Blackwater
- A31 Ringwood widening
- Airport internal link road
- A31 Aneysford to Merley dualling
- Parley Cross Eastern Link Road
- Parley Cross Junction
- Parley Cross Western Link Road
- Hurn Roundabout or southern bypass
- Dualling of the B3073 from Chapel Gate to Blackwater
- Bus enhancements on A338 and B3073
- Cycle Links

1 UK air transport sector generates £9.8 Billion GVA with the aviation industry employing 120, 000 workers directly in the UK.

2 Serving our current growth in successful local financial services industries and future networks linked to growth planned in creative and digital economies (Silicon South and the University Business Hub).

3 Including output from high growth and hi-tech local manufacture in the immediate and wider locality.

4 A well-developed local accessible airport is cited as a high priority supporting FDI and encouraging business relocations (Oxford Economics 2012) and strong connectivity and access to markets underlined by Cushman and Wakefield 2010, European cities Monitor.

5 As network connectivity is enhanced by accessible face to face activities.



Bournemouth Airport

Local Growth Fund would support one of the most ambitious economic developments in the South of England.

The proposal represents a locally focussed, multifaceted and large scale address to market failure.

Transport	Business Park
<ul style="list-style-type: none"> The key strategic route to The Airport is the A338. This is the main route into Bournemouth and Christchurch – leading from the M27 Motorway via the A31 (in itself at capacity at key points). The current condition of the A338 is very poor and without concentrated investment in improving the road, users of the A338 will suffer severe disruption whilst incremental improvement takes place over the next 7 years. Without government focussed intervention this will both restrict development potential and attractiveness of The Airport as an employment site and an international gateway. The importance of this element of the programme is reflected in it being identified as the number one priority by the Dorset Local Transport Body (LTB). 	<ul style="list-style-type: none"> Dorset suffers a lack of high quality and well-connected business premises. The proposal is to open up space for the largest employment site in Dorset - 59 hectares allocated for employment uses adjacent to Bournemouth Airport. The proposed development will build upon the already successful Aviation Park concept, a proposition already recognised in the market as an important cluster for aerospace and aviation related businesses. It currently supports over 200 individual businesses and boasts a 96% occupancy rate in mixed use accommodation suited a strategic aim – to effectively cluster diverse and specialty high growth businesses.

Intervention and headline outcomes

The Economic Study of Development Land at Bournemouth Airport (NLP 2013) prepared with Manchester Airport Group demonstrates that with necessary investment in key local roads, high and moderate demand for space will emerge from strategic priority growth sectors including business aviation, the manufacture of aircraft interiors and components, general manufacturing, advanced manufacturing, financial services, ICT and distribution / logistics.

NLP's (2013) analysis is reflected in current interest and development activity at The Airport. World Wide Aviation is about to take possession of a refurbished hanger. A deal is currently being progressed between Manchester Airport Group and Aim Aviation for the construction of a 15,000 sq.m hangar for the maintenance of aircraft.

The proposed infrastructure around The Airport will:

- Open up the largest employment site in Dorset - 59 hectares
- Create 10,000 new jobs at The Airport, with a further 6,000 indirect/induced jobs linked to airport development (total 16,000).
- Capitalise on £50m of private sector funding already

invested in The Airport by Manchester Airport Group.

- Create an aerospace centre of excellence.
- Increase GVA by £1.6bn.
- Increase tax revenues from business creation and jobs growth.
- Relieve pressure on airport capacity in other parts of the country.

We believe this opportunity to be one of the most significant investment proposals in the south of England. It has the full support of the wider LEP partnership and formed a major part of our original City Deal proposal.

In summary: Bournemouth Airport, owned by Manchester Airport Group, an active investment partner offers the potential to provide a strategically important business park. This will unlocking 59 hectares, opening up capacity to accommodate 16,000 new jobs, transforming a mid-sized local airport into a more vibrant node linking regional, national and international business. The development will build on some £50m of private sector finance already invested in The Airport adding momentum to developed plans to create an aerospace centre of excellence serving both the local economic region and national growth.

“This infrastructure development will bring substantial benefits to the sub-region’s economy and maximise the contribution that the airport site can make to the economy. Paul Knight, Managing Director, Bournemouth International Airport Limited Bournemouth Airport, and its associated business park, represents one of the largest employment growth prospects in the City Region. But fully realising that growth potential continues to be hampered by poor infrastructure.”

John Twigg, Manchester Airport Group

Contribution to strategy for growth

- Strengthening base and clustering for advanced engineering and manufacturing in the region.
- Enhancing access to major European markets.
- Improving Dorset’s attractiveness for FDI and business relocation.
- Enhancing the reach and competitiveness of SMEs and local business.
- Support higher levels of exports and international business activity.
- Increase the connectivity, with efficiencies driving economic contribution of key sectors – advanced engineering, growing creative and digital sector, tourism, health and social care and other key sectors.



Outcomes: summary

Milestones: Management and Evaluation for Airport interventions

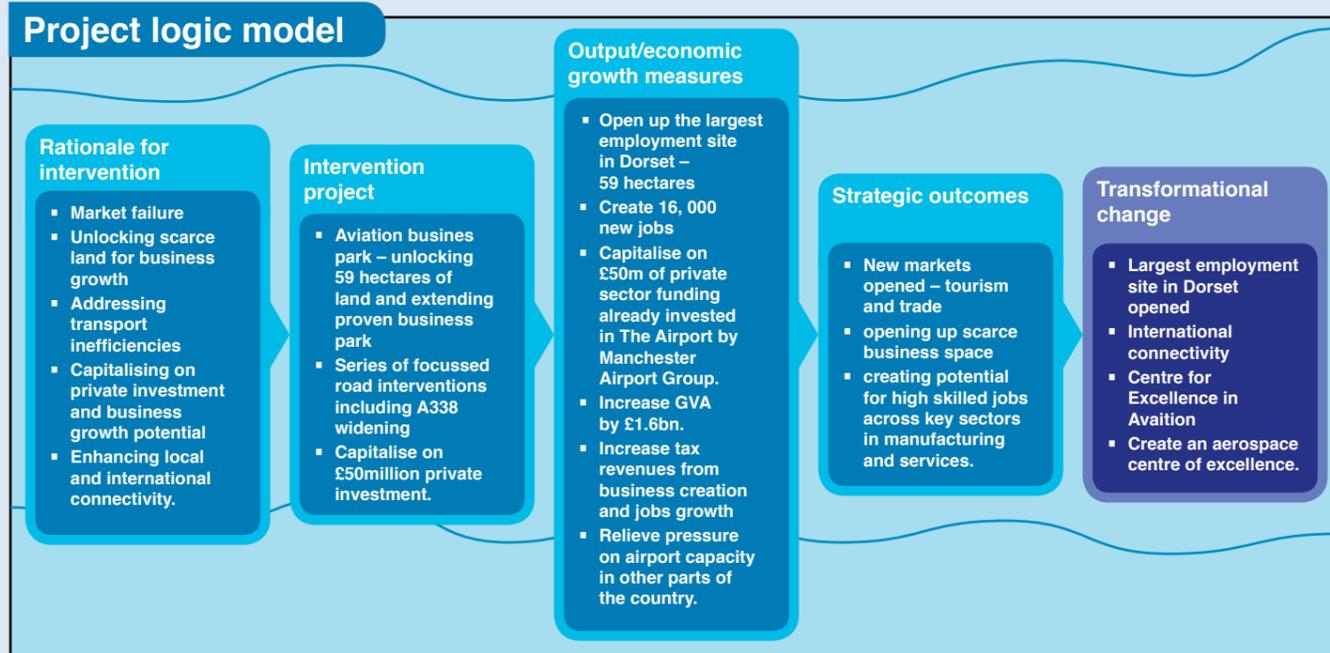
The development will make multiple contributions to growth. They will be captured through regular reporting of key milestones – headline measures – with further granularity available to tie growth to strategic priorities, impacts on industry sectors and transport efficiencies

1. Land unlocked
2. New business start ups
3. Increase to connectivity index
4. New direct jobs on site
5. New business start ups
6. Domestic and International business relocations into LEP area
7. Increased passenger numbers (business and leisure tourism)

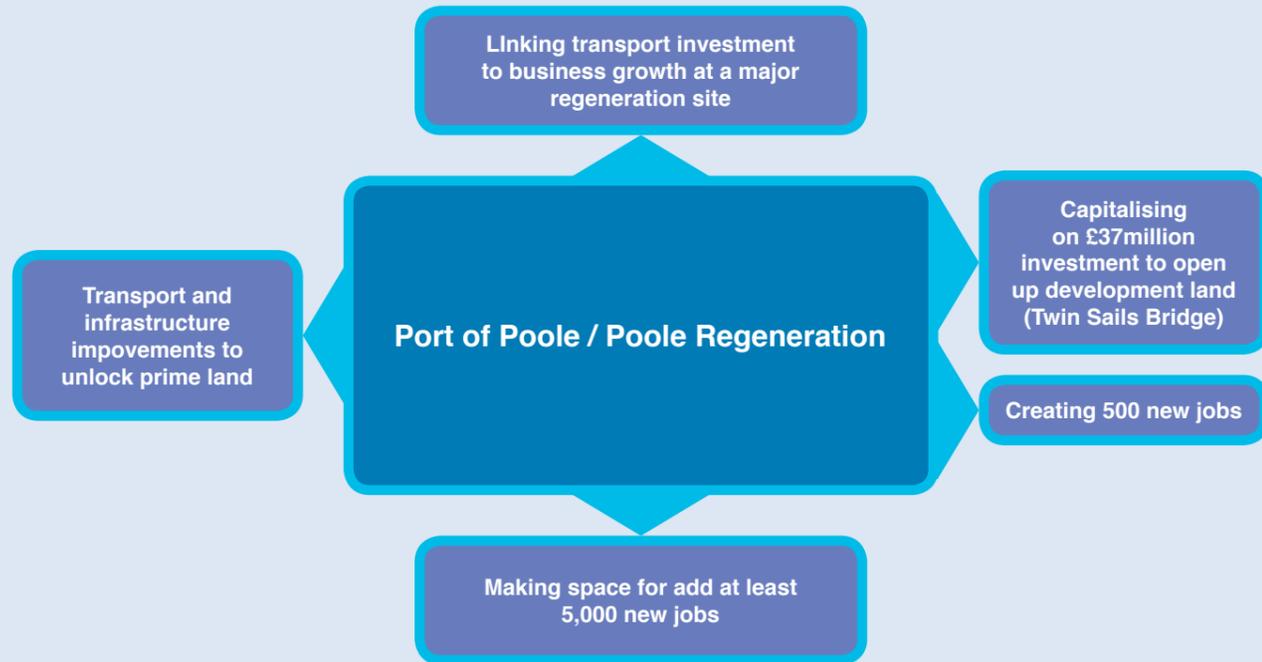
Bournemouth Airport

Airport Direct Inputs						
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
LGF (ask)	LGF contribution linked to transport element of the proposal (see below)					
LA	Local authority contribution not included					
Private	6.280	6.280	6.280	6.280	6.280	0

Airport Direct Outputs						
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Construction Expenditure	6.3	6.3	6.3	6.3	6.3	
Direct Jobs	0	0	0	0	0	0
Unlocked land (Hectares) (as appropriate)	7	8	5.0	5.0	5.0	Total 47
If project unlocks development land identify number of jobs accommodated	100	100	100	700	1,000	8,000



Port of Poole



Approach to growth

The Local Growth Fund proposals include the core elements of the Bournemouth-Poole City Deal – Bournemouth Airport and the Port of Poole. These are two of the most significant projects in the south of England and will generate exceptional economic benefits for the national economy – with the combined (LA and commercial) leveraged private investment projected in Poole regeneration to be £500 million over 5 years.

The proposed infrastructure around the Port of Poole and Poole Regeneration Area will provide a mixture of office, retail and housing developments and create 5,000 jobs, including 500 new jobs at the Port. Supporting the creation of a Marine Centre will boost tourism and provide economic benefits. This builds upon the £37 million invested by the public sector to open up development land via the Twin Sails Bridge.

The Port of Poole and Poole Regeneration Site

The Port of Poole is one of the major trust ports in the UK and makes a significant contribution, around £53 million, to the local and regional economy. Poole Harbour Commissioners directly employ approximately 90 individuals and in total there are approximately 450 people employed on the Port estate. Indirectly, the Port is responsible for many thousands of additional jobs within Poole, Dorset and the South West, as well as providing an essential link to industrial markets in other regions of the UK, such as the manufacturing sector in the West Midlands.

Investment in infrastructure is outlined in detail in the transport chapter. When fully complete, the proposed infrastructure around the Port of Poole and the Poole Regeneration Area will:

- Support the second largest Regeneration scheme on the south coast (Poole’s Regeneration Master Plan), which will provide a mixture of office, retail and housing developments and create 5,000 jobs and over 2,000 homes.
- Create 500 new jobs at the Port.
- Increase tax revenues from business creation and jobs growth.
- Support the creation of a Marine Centre, which will

boost tourism and provide economic benefits, helping to regenerate Poole Quay.

- Capitalise on the £37m of investment already made in the Twin Sails Bridge by the Borough of Poole.
- Relieve pressure on Port capacity in other parts of the country, complementing proposed developments at Portland
- Provide maintenance facilities for proposed renewable energy schemes.

Barriers to growth

The success of the Port is strongly linked to connectivity to major national road arteries. The future success of the Port of Poole is dependent on improved local and regional road and rail networks. Development of the Port and adjacent Regeneration areas is constrained by the strategic and local road network. The Twin Sails Bridge will attract new business, but improved links to the A31 and beyond remain essential to achieve the Port’s full potential.

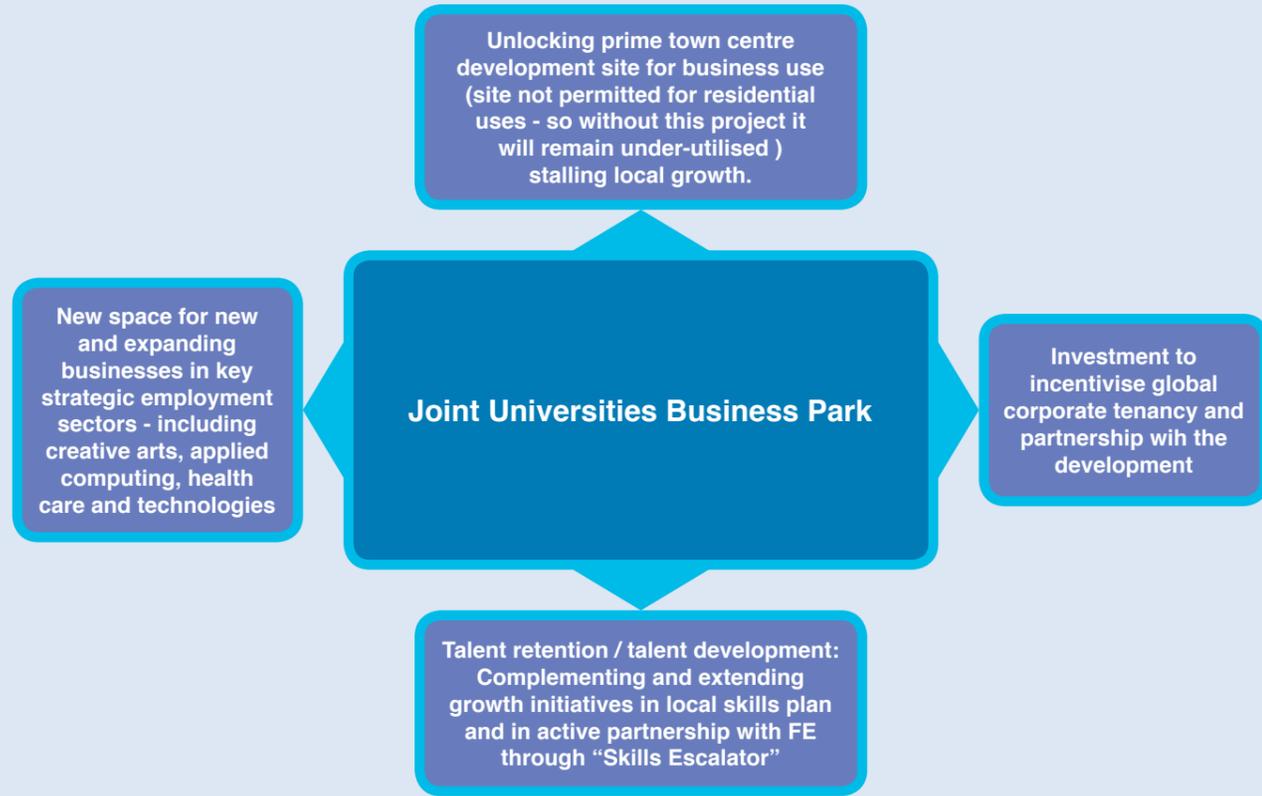
The Poole Regeneration Site will unlock a major brownfield development (up to 80 hectares) with a sustainable transport system which will enlarge and enhance Poole’s central area. It represents a significant local investment, supported by funding from developers and the DfT. A major component of the transport network is the Twin Sails Bridge (now complete) which provides a second crossing between Poole and Hamworthy. A supporting network of highway links is also required. Following public consultation these should be ready to implement in 2015. The project will progress in phases up to 2020.

The economic plans set out by the Dorset LEP require a significant increase in employment land in market driven locations to facilitate the level of employment growth expected over the next ten years. This requires both investment and the prioritisation of Bournemouth Airport and the Port of Poole/Poole Regeneration Site as the cornerstone of major new investment locations.

Other related transport schemes are set out in the transport plan – see Transport section in Connected Dorset projects.



Joint Universities Business Campus



Approach to growth

Two Universities with distinctive strengths and complementary missions offer the Dorset economic area some of its major local assets and resources.

Future investment, including present commitments of over £120 million in estates strategies from Bournemouth University and the neighbouring Arts University, AUB, will support the development of a Joint Universities Business campus – with a phased delivery towards completion by 2020.

- The project will make a major contribution to growth by

unlocking a prime development site (15 ha) at Talbot campus for business use. The site (held in trust) is not permitted for residential development.

- LGF investment in the project would stand as an incentive strengthening a commitment to encourage maximum engagement from the Universities in the local growth delivery agenda, alongside Research and Education.
- Investment would increase the park’s capacity to negotiate global corporate partnership, i.e. bringing a prime sector-leading tenant within the development site – leveraging growth.
- Without this project prime land will remain under-utilised - stalling local growth¹.

1 Our transport strategy includes small provision to improve transport connectivity between the campuses and the town centre and to investigate rail, walking and cycle routes to the site.
 2 After London, Bournemouth university graduates cite Bournemouth as their preferred place to live after graduation, but lack of suitable jobs and accommodation costs stand as barriers to retaining this talent.
 3 Across the two institutions there were just over 22,600 students enrolled in 2011/12, with Bournemouth University accounting for the majority (87%). AUB is a smaller, specialist institution focussing on high-level creative arts teaching and research.
 4 In 2013 Bournemouth University achieved a “commended” judgement for the quality of student learning opportunities from the Quality Assurance Agency for Higher Education (QAA). This is the first time the judgement of commended for this category, the highest award possible, has been given to any university. <http://www.qaa.ac.uk/InstitutionReports/Reports/Pages/IRENI-Bournemouth-13.aspx>. AUB has a notable reputation for employability – in creative and cultural sectors: 97.7% of students have secured employment or further study within six months of graduation placing AUB within the top 5 of all UK universities according to the 2011 DLHE Survey.

- The development will produce over 200 new jobs, and make space for 80 new business start-ups and growing SMEs by 2020.

The shared campus extensions will progress the development plans of both Universities. It will produce incubator, business, workshop, studio and production space, unlocking currently under-used adjacent land next to the university sites and aligning usage with local skills and industrial sector development strategies

This campus extension project will make considerable and far-reaching contributions to local growth, building up capacity for R&D commercialisation, local industrial development, community development, employment and local competitiveness.

The Joint Campus proposal captures the spirit of the recent Witty review: Placing universities and business in close dialogue and proximity to move “from mind to factory” (Witty Review 2013). University strengths in creative arts, applied computing, tourism, health and social care, business, media and ICT mean there are numerous potential outlets and partnerships for future growth – and very many highly skilled graduates seeking to live and work in the region².

Unlocking skills and Innovation

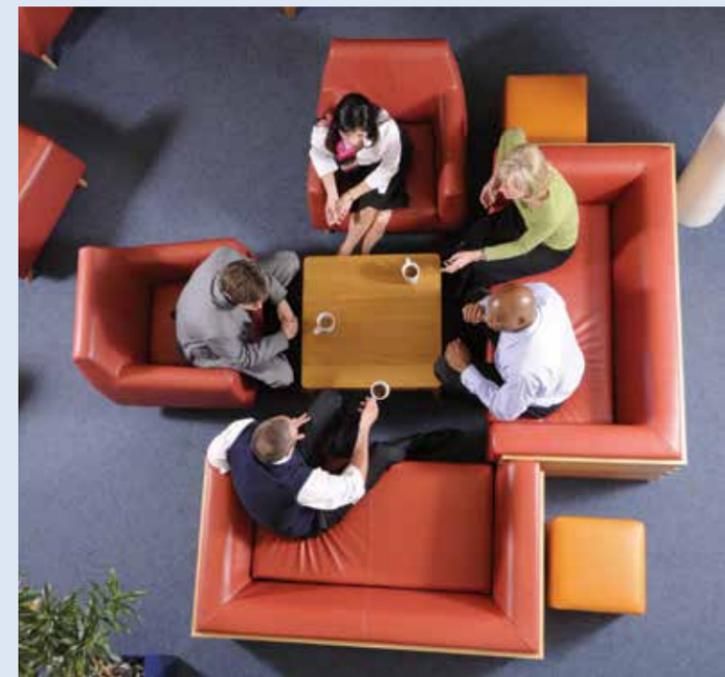
Bournemouth-based students and graduates from both universities provide Dorset with a pool of talented young people³. They actively and successfully seek to make their contribution. They are exceptionally well equipped by their courses to make their mark⁴.

Over 50% of all the Visual Film Effect Students in the UK are trained at Bournemouth University – with Bournemouth Graduates recently making headline contributions to Oscar winning films (*Avatar*, *Gravity* and *Frozen*). Many wish to remain in the region. We want to keep this talent in Bournemouth. Like the Silicon South proposal, with its more specialist focus on the creative sector, this development has hi-tech skills retention at its heart – across sectors.

High value growth: invention and innovation

The two universities already stand as internationally recognised resources for invention, research, skills development, and education and community development. Investment will unlock expertise and make space for collaborative exchanges with commercial partners.

Bournemouth University received a Queen’s Anniversary Prize for Higher and Further Education in February



Joint Universities Business Campus

2012 for its NCCA (National Centre for Computer Animation). The NESTA (National Endowment for Science, Technology and the Arts) report, Next Gen. (2011) identified Bournemouth University as ‘a global leader in education and research in computer animation and visualisation’. An EPSRC funded Industrial Doctoral Centre (£6.3 M) in 2009 renewed autumn of 2013 for a further 7 years (£5.3M) is delivering far-reaching partnerships between research and industry in computing, animation, advanced product development and ICT applications. Significant EU funding supports research and innovation in international networks.

As set out in Sir Andrew Witty’s Review of Universities and Growth⁵ HE institutions have numerous ways of supporting growth. The University takes the encouragement to partner with the LEP seriously.

Bournemouth university is a leading contributor within the LEP, investing in and hosting the LEP’s Director. This will better enable the universities to deliver:

- local SME support
- supply chain creation
- primary technology leadership and breakthrough invention.

Scalability

A smaller scale version with less emphasis on innovation and enterprise could be delivered in a staged and phased way. This would yield proportionately fewer growth impacts and it would come later in the economic cycle – with the risk of missing the growth opportunities tied to the economic upswing.

Smaller levels of LGF investment would mean the increased likelihood of some reduction in the quantity of FDI investment and business partnership. The scheme’s capacity to secure an international high-tech digital industries tenant for the media/ business park element of the development might be reduced.

Delivery and partnership

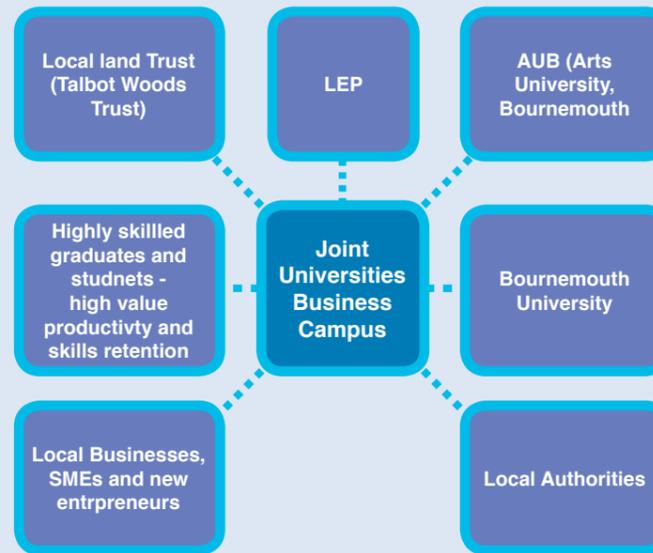
To progress their local growth agendas, and to benefit from wider partnership opportunities, the two universities are collaborating with each other and with local business through the LEP. The Joint Universities Business campus is the major result of this collaboration, extending and formalising long-standing productive relationships between universities, LAs and with local business and community.

Summary

- Dorset’s universities provide a platform for growth. The universities already make significant economic impact across the region⁶ and contribute a live engine for creative innovation.
- Both universities provide locally adaptive institutional structures and LEP partnerships able to drive and support delivery for business and for the community.
- They co-operate on adjacent sites – a strategically important site crossing LA borders between Poole and Bournemouth area.
- The Joint Universities Business campus project will turn current potential into future reality.
- By 2020 the Dorset economic area will benefit from an expansive new shared campus-based business park fusing skills-development, creative and professional education, international-quality research, innovation and commercial development
- The result: major and multiple contributions to local and national economic growth. The business campus will be a major and well-recognised location to stimulate “third mission” activities for local growth.
- The development will house business-oriented research-rich collaborations working alongside Research and Education

Research excellence and pathways to growth in key local sectors

- **AUB is a specialist institution with an international reputation for arts practice and design.**
- **Bournemouth University is host to the National Centre for Computer Animation. The NCCA has pioneered research and education underpinning the UK’s international reputation for Visual Film Effects in the UK.**
- **The Centre for Conservation Ecology and Environmental Change at the University is world leading in aquatic fish biology and the provision of ecosystem services advising UNESCO.**
- **University expertise in tourism is core to the National Coastal Tourism Academy funded by DCLG with a grant to Bournemouth Borough Council from the Coastal Communities Fund, a live instance of the collaborative power that already exists here between HE, Local Authorities Government and the Private Sector.**
- **BU’s Business School hosts an influential Centre for Intellectually Property, with a special focus on creative industries.**
- **The Centre for Entrepreneurship in the Business School plays an active role securing local networks across industry sectors.**
- **Active partnerships with NHS and the health care industry mobilise research and expertise in social care, midwifery as well as in Dementia Research and ICT- and e-health developments .**



Growth through partnership: LGF Investment will secure an integrated collocation of partners in a prime development site adjacent to the universities

⁵ See BIS (2013) Encouraging a British Invention Revolution: Sir Andrew Witty’s Review of Universities and Growth and BIS (2014) The Government’s Response to Sir Andrew Witty’s Review of Universities and Growth.

⁶ BU generates in excess of £1m per day to the level of economic activity in the south west. BU created nearly 1,400 full time equivalent jobs in 2013 within the Bournemouth, Christchurch and Poole conurbation. For every seven BU students, one full time job is supported in the south west. See: <http://www.bournemouth.ac.uk/about/economic-impact/bu-economic-impact-report.pdf>

Joint Universities Business Campus

Outcomes: summary

SUMMARY OF INVESTMENTS						
	2015/16	2016/17	2017/18	2018/19	2019/20	Is the funding secured / agreed?
Support Required from Local Growth Fund	£20m	£20m	£10m	0	0	N/A
Local Authority support	£0	£0	£0	£0	£0	Planning support – unlocking land
Private Investment (from the universities)	£40m	£30m	£40m	£10m	£10m	No

SUMMARY OF OUTPUTS						
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Construction Expenditure	50	30	40	20	20	0
Direct jobs	70	210	210	210	210	210
Unlocked land (Hectares) (as appropriate)	15.3	15.3	15.3	15.3	15.3	15
New business start ups	0	20	40	60	80	80

“As we already recruit Bournemouth graduates it seemed an ideal place to pilot this initiative. Not only does the Bournemouth studio help us stay competitive, it has the invaluable ancillary benefits of helping with all-important recruitment, training and retention. By ensuring our work stays in the UK, we are nurturing the next generation of visual effects artists in a way that will help them to become ‘employment ready’ (and trained in Framestore workflow).”

Matt Fox, Framestore animation / VFX)

“This bid brings together local authorities, businesses and the universities to maximise the value of our region. A key inhibitor to this development is the lack of availability of land for growth and BU looks forward to playing its part in ensuring this challenge is overcome and that our local area continues to grow and remains an exciting place for people to work, live and study.”

**Professor John Vinney
Vice-Chancellor, Bournemouth University**

Project logic model



Bournemouth Seafront Strategy: Building Britain's World Class Seafront



Approach to growth

When the weather is good, no other attraction in the local area can compete with the visitor draw to the Bournemouth seafront. With the single largest regional concentration of hotel and visitor accommodation stock located within walking distance, the seafront serves effectively as a 'tent pole' attraction. It draws international and domestic visitors to the region, serving up a well-established blend supporting leisure and business tourism. Visitors go on to explore the wider area. In the future perhaps taking in Jurassica or Memo developments along the

coast (see page XX).

Without investment, visitor numbers to Bournemouth and the wider region may decline negatively affecting employment rates and growth prospects. Ambitious interventions now will mitigate a serious risk in the local and national economy.

The Bournemouth Seafront Strategy, adopted by Bournemouth Borough Council (BBC) in October 2013¹ focuses on 10 key projects, from a broader range of identified investment opportunities. It will build on and renew the town's prime multi-award winning tourism offer to drive economic growth over the next seven years. The 7 miles of seafront underpins Bournemouth's £472.8m tourism economy, sustains 11,604 local jobs and attracts 7,091,000 visitors per year².

Recognising the importance of the seafront, BBC has

committed £5.2m investment to deliver the first two of these strategic projects by March 2015, plus an additional enabling project.

The projects are:

- Phase 1 of Pier Approach public realm regeneration,
- A new anchor leisure scheme for Southbourne Blue Flag beach
- Central government has committed investment via Coastal Communities Fund into delivering a third key strategic project, the Coastal Activity Park at Boscombe,

Boscombe Spa Village seafront regeneration (2008-10) provides a local model for unlocking commercial investment and tourism growth via an injection of funding to overcome market failure. Investment here works³. The 2008-10 scheme delivered over 50million in private investment, new visitor growth and spend as well as a new vibrant identity for a declining and deprived area of urbanised coast.

Investment market prospects for the area around and either side of Bournemouth Pier, the cliff lifts and Chines west of the Pier are even more attractive to investors. The Bournemouth pier area's proximity to the town centre and tourism infrastructure unpins Bournemouth's main gateway access onto the seafront for the majority of the resort's visitors.

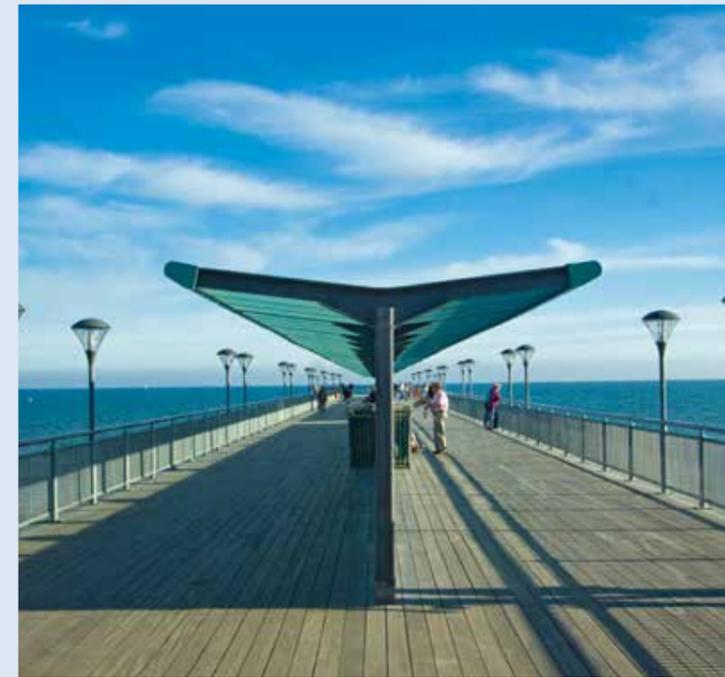
The scale of investment needed to future proof and enhance the seafront area is too great for the commercial sector to deliver on its own. Growth Fund investment would focus on improving the public realm setting. Public realm investments will not deliver a direct income return, but certainly will drive visitor footfall and generate far higher levels of private investment in local tourism premises. This builds virtuous circles:

- Major opportunities for commercial return and rental
- Returns funds the sustainability of the public amenities and assets on the seafront
- Local and national economic contribution

In short, growth.

Investment will accelerate, and in some cases make possible the delivery of seven strategic priority projects.

The financial input relies on a the proposed mix of commercial/ private sector investment, external funding bids and Government investment. This investment



1 Bournemouth Seafront Strategy www.bournemouth.gov.uk/seafrontstrategy

2 NCTA, 2013, Bournemouth Visitor Survey, 2013, National Coastal Tourism Academy

3 Prior to the scheme there was no market appetite for commercial investment in facilities. Ring fencing the capital return from sale of Council asset (Honeycombe Chine car park) enabled £13.5m investment in seafront facilities and public realm. Subsequent to announcement of scheme over £48m of commercial/ private sector investment was achieved within the immediate area.

Bournemouth Seafront Strategy: Building Britain's World Class Seafront

will create a halo effect, attracting further commercial investment partners to realise the full potential the UK's high-profile leading seafront. These 7 projects will combine to deliver just over 7% growth in resort visitor spend within the next 7 years and build upon the investment momentum already underway.

Positioned for future growth, investment in Britain's world-class seafront over the next seven years presents a key investment priority for the Dorset LEP Growth Fund.

Without Growth Fund support, delivery of the 7 key

strategic projects may not be achieved and the multiplier benefits of combined investment with the private sector and other potential grant sources will not be realised. Growth in resort visitor spend will also be significantly lower than projected.

The 7 infrastructure projects will require up to £21m of investment. Of this, c. £10.5m of public / external grant investment is required for infrastructure which would not generate a direct revenue income return, but which could then enable commercial investment to deliver the full benefits of the next 7 projects.

Project	Summary of 7 seafront priority infrastructure projects
	Descriptor and investment
Green Carpet	A green woodland carpet is extended from wooded chine valley to open seafront capturing promenade build outs, new tree planting, resurfacing, integrated seating, stimulating natural play and improved beach access. Outline investment: £2m
Alum Arrival	A key development opportunity and transport interchange will mark a unique sense of arrival to Bournemouth Seafront. Commercial frontage supported by increased car parking will reinforce the destination potential of this site located at the head of Alum Chine. Outline investment: £2m.
Tree Tops walk	Exploiting the cliff top connectivity across the chine valleys, the new tree tops walkway will offer a unique and fresh perspective to the Seafront Outline investment: £2m
Cliff Lift	New and improved Cliff Lifts will establish landmark beacons along the seafront. Outline investment: £4m
Happylands	A sizeable Beachfront commercial development site occupying commanding position overlooking the golden sands. Opportunities for commercial, retail and leisure uses (including toilets), possible hotel accommodation on upper floors and improved access and way-finding will mark this site as a key anchor to the life and vibrancy of the seafront. Outline investment: £5m
Beach Central	The natural gateway and vibrant heart to the Seafront, Beach Central will refurbish the seafront experience to provide a unique beachfront catwalk and promenade experience. Widened walkways, promenade palm tree planting, and integrated seating, lighting and power will support the activity and bustling nature of this strip. At its heart will be the completed Pier Approach public space and commercial hub. Outline investment: £5m
Toft coastal activity hub	A brand new coastal hub facility, combining surf school, commercial destination and environmental attraction at the foot of the cliffs at Toft Steps. A contemporary tourism development with action and experience at its heart. Outline investment £1m

Delivery

The Seafront Strategy and strategic investment prioritisation has been developed in conjunction with key local and national stakeholders including the Environment Agency, Natural England, Bournemouth Tourism Management Board, Coastal and Town Centre BIDs, local Landowners, local MP's and elected Members, Tourism businesses, the local Planning Authority and seafront community groups. The Council is committed to supporting and working with the LEP and the local growth deal.

The National Coastal Tourism Academy will monitor and evaluate the impacts of investment in Bournemouth Seafront as a key test case for much of their tourism research and development function. A range of performance measures will be used to capture this impact, ranging from regular qualitative and quantitative business and visitor surveys.

These evaluation processes will be embedded into the delivery of the seven projects – just as in current investment in developing and evaluating the success of the Coastal Activity Park.

Scalability

If the full investment was not available a reduced but still effective financial stimulus would be targeted on Beach Central proposals – the key gateway to the seafront for a majority of visitors and also the Cliff Lifts development and Tree Top Walk to improve access. Both these projects would unlock significant commercial development opportunities including the Happyland development project and commercial investment within the cliff lifts and Alum Arrival.

Growth Fund Investment in this scenario would need to amount to c.£9m

Contribution to strategy for growth

Investment is focused on improving the quality of the offer encouraging those who already visit to stay longer and spend more as well as attracting international visitors, new visitors from higher socio-economic groups and increasing repeat visits.

There is localised address to economic competitiveness, to the need for enhanced connectivity and support to skills development to build on international quality tourism training and study opportunities at our colleges and universities.

Strategic infrastructure investment in the seafront will have a halo effect on the wider tourism economy and attract not displace new visitors to the region.

“Tourism is the backbone of Bournemouth’s economy, worth £464m and employing around 19 per cent of the town’s work-force.”

Samantha Richardson, Director, National Coastal Tourism Academy

Bournemouth Seafront Strategy: Building Britain's World Class Seafront

Outcomes: summary

Milestones: Management and Evaluation for Dorset Growth Hub interventions

We project 7% growth (£33m) in resort visitor spend within 7 years create and sustain 660 new jobs across the local economy.

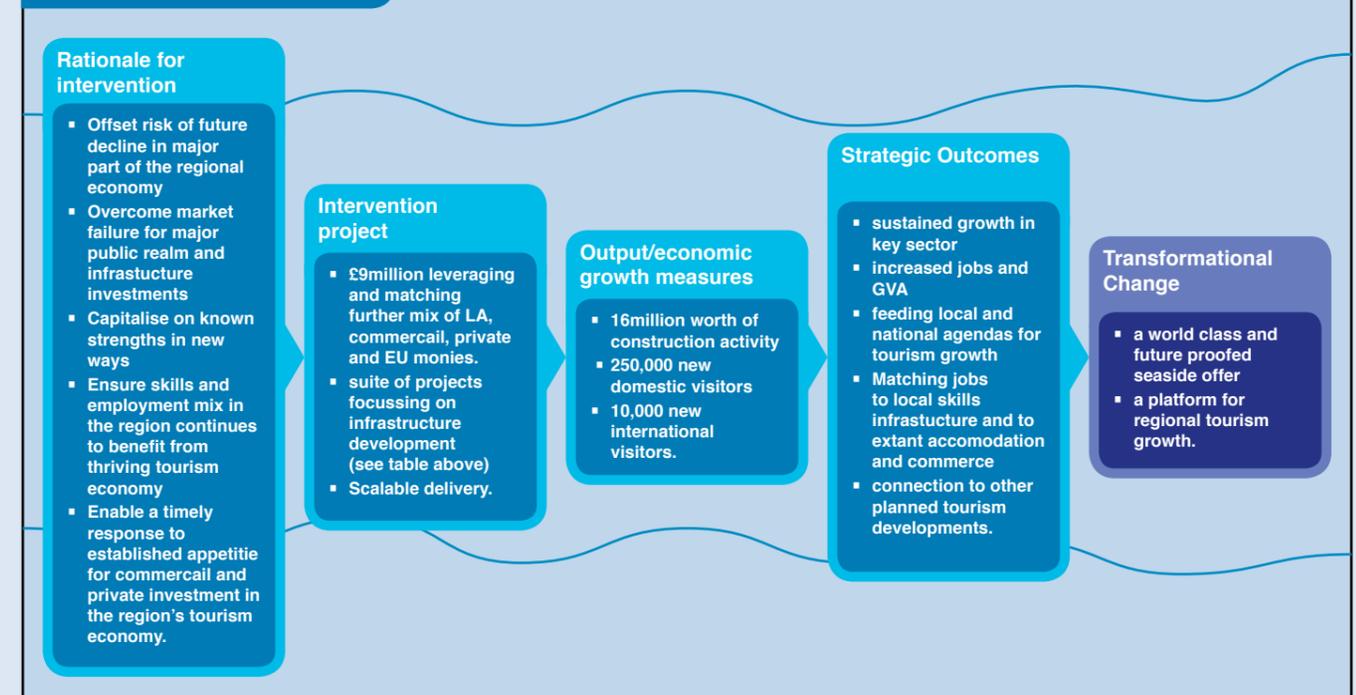
Bournemouth Borough Council, working through the LEP and its Growth Board will:

- Monitor the health of the project components and the visitor economy to measure growth over time (Quarterly and annually)
- Identify strengths and weaknesses in the visitor economy to support business and destination performance (Quarterly and annually)
- Undertake regular consultation and intervention to effect measurable change (Quarterly and annually)

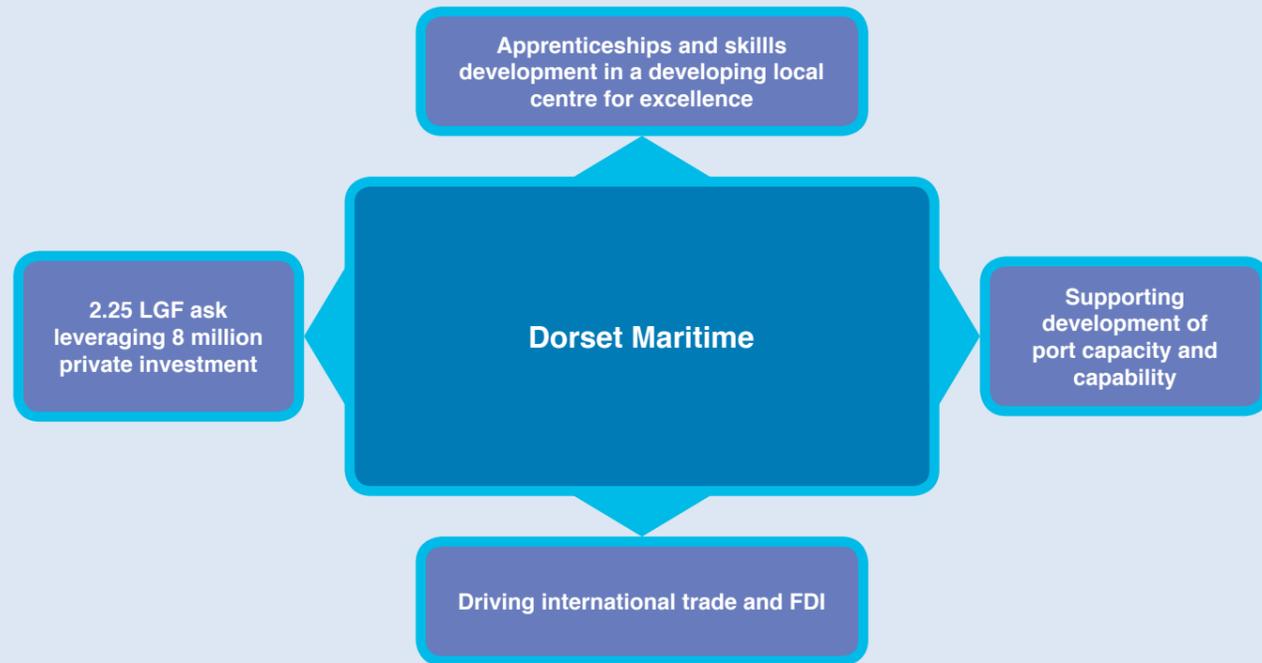
Source of Funds					
	2015/16	2016/17	2017/18	2018/19	2020/21
LGF (ask)	2.500	2.500	2.000	2.000	0
LGF (pre-committed)	0	0	0	0	0
LA	0	5.2m BBC	0	0	0
Private	0	2.500	2.500	2.500	2.000

SUMMARY OF OUTPUTS					
	2015/16	2016/17	2017/18	2018/19	2020/21
Construction Expenditure	2.5	5.0	4.5	4.5	2.0
Direct Jobs	0	0	0	0	0
Visitor numbers	0	200,000	255,000	260,000	260,000
New international visitors to the LEP region	0	0	5,000	10,000	10,000
New Domestic visitors to the LEP region	0	200,000	250,000	250,000	250,000

Project logic model



Dorset Maritime Sector Growth Programme



Approach to growth

The Dorset Maritime Sector Growth Programme requires Growth Fund investment in order to gain focus, secure cohesion and intensify the support that the DLEP, Local Authorities and partners - including private sector, give to the maritime sector across Dorset.

The Dorset Maritime Sector Growth Programme proposes a comprehensive multi-strand approach that addresses the consolidation, development and growth of the maritime sector developing parallel and inter-related activities:

- Support to the maritime sector as a whole including group capacity building and sector promotion.
- Support to individual businesses with their productivity and performance.
- Support to developing premises and infrastructure including waterside enterprise start and grow on space.
- Support to developing a suitably skilled workforce and

skills delivery centres such as maritime skills centres.

- Support to overarching economic project to develop port-centric sector clusters.

Addressing barriers to growth

The proposed activity strands are interdependent. It may be possible to continue to support individual threads through local partnership services. Without funding support this approach is unlikely to achieve sufficient critical momentum across all strands to deliver self-sustaining sector development.

Intervention and headline outcomes

The funding will be used to provide resources to research, design, plan, manage and deliver a 3 year programme of activity to stimulate demand for, and deliver growth to maritime businesses and the maritime sector in Dorset – along with Advanced Engineering, both LEP priority sectors – in parallel with the Dorset Growth Hub within the scope of activities below:

1. Developing sector awareness and cohesion to ensure the maximum penetration and initiative deliverability.

2. Fostering innovation & growth – helping businesses expand their output and raise their value through product and process innovation.

- Act as a catalyst to create groups focused on specific innovation and growth goals.
- Build collaborative groups of companies to target specific market growth opportunities.

- Help secure funding to support group activities, including funding of project management capability.

3. Maximising knowledge exchange and transfer– to ensure that businesses are aware of collaboration or good-practice opportunities and the means of exploiting them

- Facilitated interaction between organisations possessing complementary strengths, focused on areas of potential mutual business opportunity.

- Promotion of sector collaboration to stimulate business engagement in collaborative activities.

- Encourage use of Knowledge transfer partnership and Technology Strategy Board and similar.

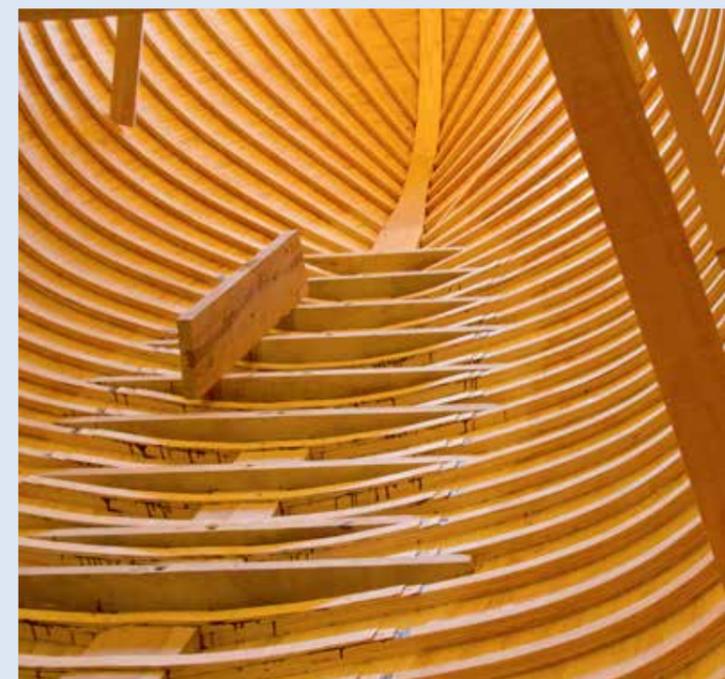
4. Pushing workforce development – to ensure that the marine workforce is equipped with the competencies that businesses require.

- Working with skills providers to ensure that the appropriate range and level of skills outlets are both available and accessible.

- Working with business and young people in schools and colleges to promote the sector as an attractive career path, in partnership with organisations offering support at national and regional levels.

5. Working with UKTi and others to focus trade support to ensure that resources for promoting international trade and inward investment are targeting priority markets for Dorset’s maritime businesses.

6. Supporting development of port capacity and capability – identify and pursue opportunities to develop the capacity and capability of the principal Dorset ports located in Poole and Portland.



Dorset Maritime Sector Growth Programme

Scalability

The project is scalable in the sense that with lesser funding there can still be minor gains, but these would be potentially unsustainable.

The effect of below-target funding will be to:

- Limit the ability of the partners to achieve sector penetration and buy-in.
- Restrict the focus of the sector growth work programme to only easy quick wins.
- Limit the scope of additional targeted support activity to be delivered to individual businesses.
- Reduce the uptake of knowledge sharing and collaboration amongst sector players.
- Reduced throughput of numbers of incoming young workforce to the sector with appropriate skills.
- Missed opportunities for Foreign Direct Investment and Overseas Trade.
- Remove the ability to achieve critical momentum towards growth of Port-centric economies.

SUMMARY OF INVESTMENTS					
	2015/16	2016/17	2017/18	2018/19	2019/20
Support Required from Local Growth Fund	0.25m	0.5m	0.75m	0.5m	0.81m
Pre-committed Local Growth Fund (transport only)	n/a	0	0	0	0
Local Authority	50k	25k	25k	25k	0
Private Investment	0.5m	2.0m	3.0m	2.5m	0

Milestones and evaluation

Measures designed to capture progress

- Number of maritime businesses engaged with the initiative
- Number of businesses participating in collaborative groups
- Number of collaborative projects identified and launched
- Value of individual project funds secured
- Knowledge Transfer interactions undertaken
- School and college visits completed and young person IAG interactions achieved
- Additional UKTi trade visits secured to maritime sector group members
- FDI activities directly linked to or stimulated by project activity
- Infrastructure investment leveraged into ports and businesses
- And in later stages:
 - Jobs created
 - Businesses created
- Uptake of apprenticeships

“Poole has been successful in its bid to host European Maritime Day in 2017.”
<http://www.bbc.co.uk/news/uk-england-dorset-23182380>. Topics will include renewable energy, sustainable fishing and coastal erosion. A maritime-themed festival featuring tall ships, flotillas, a pageant, and yacht and power boat racing is also planned.

“This is an opportunity to really put Poole on the map in Europe and showcase what a great place it is.”
 Julie Girling, MEP

Dorset Maritime

Dorset Maritime: supporting growth in a key local sector

Dorset's maritime sector rests on unique local strengths:

- Excellent quality waters along the Jurassic Coast.
- A series of harbours along the coast: Portland an exceptional deep water harbour, Poole with very large area, all with moderate tides in a sheltered position.
- An extensive Maritime Business Park at Osprey Quay with considerable development opportunities.
- South Dorset as a combined maritime transport node, with a major passenger ferry port in Poole, a growing cruise ship destination in Portland, and a cross channel ferry from Weymouth.
- Established private leisure yacht marinas along the coast from Christchurch, Poole Weymouth and Portland, with associated onshore marina service facilities.
- Leading national organisations: The Weymouth and Portland National Sailing Academy; CEFAS, Centre for Environment, Fisheries and Aquaculture Science an important international centre of excellence for fish health.
- The presence of the RYA National Training Centre in Portland.
- International leader in its field, RNLI with a National Training Centre and specialised rescue boat construction yard in Poole.
- The presence of Sunseeker, a global brand leader in leisure yachts, with extensive locations both in Poole and Portland, and an extensive local supply chain.
- A significant cluster of maritime and defence businesses in South Dorset, some of whom have global parent companies.
- Wide range of maritime based water sports which are carried out and based within the area.
- A network of Maritime skills providers at FE level including Bournemouth University, Bournemouth & Poole College, Weymouth College and Yeovil College.

The sector does however have a number of features that present opportunities for safeguarding, development and growth, and which will require investment of time, expertise, and both capital and revenue funding. The issues are addressed in various public, private and EU funded documents.

Sectors: some challenges

- The range of business activity within the sector is highly diverse with low cohesion. This leads to below the critical mass needed to act collectively in the sector's interest.
- Sector dominated locally by a few larger players.
- Small and micro-enterprises hard to identify and engage.
- Small and micro-enterprises limited by supply chain or local markets.

- Insufficient facilities to support development of new industry relationships, or adapt to new transport/logistics requirements.
- Marine leisure businesses heavy dependence on seasonal activity.
- Low proportion of knowledge-intensive maritime enterprises.
- Low engagement of sector with Knowledge Transfer activity.
- Heavy dependence on traditional maritime sector.
- Close inter-relation between maritime, advanced engineering and general manufacturing.

BUSINESS & MARKETS

- Concentration of maritime firms dependent on UK defence sector with uncertain UK market future.
- Offshore Wind Farm supply chain opportunities poorly identified or developed.
- Low recognition of the local opportunity from marine renewables.
- Low penetration of the EU maritime markets associated with the Channel and Atlantic Arc.
- Strong competition from Northern French and Dutch Ports for global trade business.
- A lack of awareness, or understanding of, the opportunities available through successful implementation of port-centric enterprise clusters as a vehicle for over sector development and growth.
- A lack of comprehensive framework to support successful development of port-centric clusters.
- Lack of coherence between port development and Local Plans.

ENTERPRISE, EMPLOYMENT AND SKILLS

- Low profile of careers in maritime sector.
- Limited capacity of the skills delivery bodies to deliver on maritime skills.
- Poor links with the community in terms of maritime skills and expertise supply.
- Competition for skills with manufacturing, advanced engineering and aerospace.

LAND PREMISES INFRASTRUCTURE

- Historical conflicts between surrounding areas and the development of port sites.
- Total waterside space in South Dorset is limited.
- Few opportunities for new waterside or dockside space which are relatively inaccessible.
- Many existing port or waterside premises not adequate for future purposes.
- Maritime business enterprise start and grow space not available.
- Waterside dock and port facilities unsuitable for future competitive activity by virtue of limited capability and capacity.

Cobham Gate Business Park



Approach to growth

Further Growth potential lies at Cobham Gate. This prime employment site is situated on Ferndown Industrial Estate which has direct access to the A31(T) dual carriageway (Ferndown bypass). Ferndown Industrial Estate is a popular choice for corporates largely due to it's being strategically so well located. Investment to unlock a further 8.4h Ha would serve as an address to the region's lack of prime commercial land.

- 40,512 m2 floor space
- Employee density @ 1 per 36m2 (Other Business Space)
- The site could accommodate 40,512 / 36 = 1125 FTE Jobs.

Outline planning permission was granted in 2010 and the necessary Reserved Matters consent to allow the development to commence was granted in 2013. The O/L consent is subject to a signed S106 agreement relating to the payment of funds to allow the highway authority (DCC) to carry out necessary highway improvements to facilitate the level of development permitted, and is subject to a S278 Agreement¹.

The proposal would draw down £4.5 million LGF. The first £1.9m of the funding would be used to provide access into the site from the public highway. Due to the site's location within the existing Industrial Estate there is a need for an additional arm to a traffic light controlled junction and right hand turn lane to be constructed before any part of the 8.48ha of land can be developed.

The remainder of the funding would be required to carry out the necessary infrastructure within the site, which includes significant ground remodelling and drainage works.

The scheme cannot proceed without growth fund support as this will be used to provide the necessary highway infrastructure to allow the development of up to 40,512m2 of floorspace to take place. The outputs that will be generated as a result are shown opposite.

SUMMARY OF INVESTMENTS						
	2015/16	2016/17	2017/18	2018/19	2019/20	Is the funding secured / agreed?
Support Required from Local Growth Fund	£4.5 million	0	0	0	0	No

SUMMARY OF OUTPUTS					
	2015/16	2016/17	2017/18	2018/19	2020/21
Unlocked land (Hectares) (as appropriate)	8.48	0	0	0	0
If project unlocks development land identify number of jobs accommodated	0	1125	0	0	0

¹ This agreement is ready for signature, but not yet signed as its completion will trigger time limited actions. It will be completed once the finance is in place to ensure development can commence.



Lansdowne



Approach to growth

The Lansdowne Road area in Bournemouth is close to the main local transport routes and the town's main train station. This area is the prime site in the conurbation for developing into a major commercial business district.

Investing in the production of a compelling, joint vision for the area from the outset will provide a certainty of commitment that will support business and investor confidence.

We have already undertaken a significant stakeholder engagement process to help identify the key issues that the scheme would need to address. Funding from the LGF would be used to help progress the major capital investments, so that more funds can be set aside for incentives schemes such as business rate relief and funding for business incubation space.

Addressing barriers to growth

As a prime site linked to transport infrastructure and with a strong core of employers and businesses, Lansdowne should present a highly attractive option for businesses

seeking relocation. At present it does not do so. The absence of high quality business environment in the locality hampers growth. It is an inhibition to inward relocations from the international corporates of the kind we seek to bring into the region.

Intervention and headline outcomes

The proposal would see a major investment in improving the access from the train station up to what would be this major new business district including pedestrianising the current space.

Investments in improving the arterial transport routes around the district would help support better public transport links. The private sector who have a presence or experience in the area have said that this better, safer and more appealing connectivity would bring a significant improvement to the locality and the way that they do business.

There is already an existing concentration of financial services business and digital and creative businesses in the Lansdowne area. We would seek to attract more digital creative industries from across the region to the area - Bournemouth alone has the fourth highest concentration of digital and creative industries in the UK outside of London – so that we can use this as a focal point for attracting other businesses; location marketing,

the furniture to create a cafe culture, some legal services and new opportunities for collaborative working spaces.

There is committed support and energy from the private sector to invest in the area. Key changes around shared space, co-working, cross pollination and collaboration, support for social enterprise and start-ups are all integral parts of the vision for the area. We would seek to negotiate specific arrangements with the private sector to invest in community initiatives and national schemes such as apprenticeships and working with the third sector to help deliver the workforce/skills agenda.



Lansdowne

Milestones: Management and Evaluation for Dorset Growth Hub interventions

1. Production of high level master plan/vision document
2. Purchase of key sites
3. Improvements to lighting and street furniture
4. Improvements to the route between the train station and the Lansdowne
5. Relocation of major employer from outside of the region onto the Lansdowne within the first four years (by 2019).

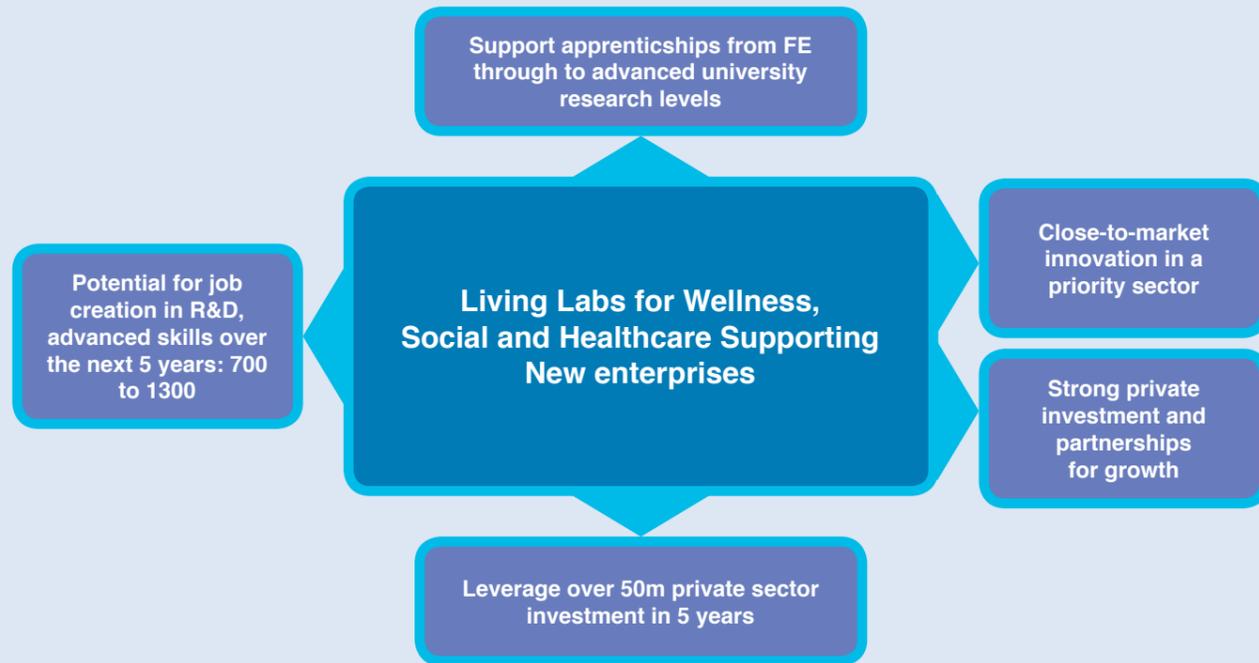
SUMMARY OF INVESTMENTS

	2015/16	2016/17	2017/18	2018/19	2019/20	Is the funding secured / agreed?
Support Required from Local Growth Fund	£1m	£5m	£5m	£5m	£4m	N/A
Local Authority	£3.5m	£0.5	0	0	0	

SUMMARY OF OUTPUTS

	2015/16	2016/17	2017/18	2018/19	2020/21
Direct Jobs	50	150	300	1000	0
Unlocked land (Hectares) (as appropriate)	0	1.3	0.42	0	0
If project unlocks development land identify number of jobs accommodated	0	650	300	0	0
FDI (Foreign Direct investment attracted) £millions	0	0	0	£20m	0
Skills programme uptake (numbers of trainees/apprentices)	0	15	30	50	0
Rents to be received by the project lead organisation £millions	0	0	£1.75m	£3.50m	£21m
New international visitors to the LEP region	0	0	100	0	0
New Domestic visitors to the LEP region	0	100	60	60	0
New businesses (relocations in the LEP region)	5	18	35	20	15
New business start ups	0	100	180	350	480

Living Labs for Wellness, Social and Healthcare



Approach to growth

This intervention actively links public and private partnership to provide a focus for competitive development and skills growth in the social care and wellness sector. LGF funding would enable two activity streams to be reinforced and accelerated. Investment will build on projects already successfully testing approaches to supporting innovation and growth in the sector:

- LGF investment in Living Labs (collaboration between Nourish Care, Bournemouth and Poole College and Poole Council): an incubator/accelerator focused on the health, social care and wellness sectors launched in 2014: so far 3 companies attracted, 1 patent under management, 7 jobs created. There is considerable potential for job creation in R&D, advanced skills over the next 5 years: estimated at 700 to 1300, value added (£45M ~ £150M / year); support of the entity as it ramps up activities to boost idea generation,

engagement with University, CCG, other councils in the region. During 2014 the entity should be able to achieve 30 jobs created by hosted companies. Living Labs has also engaged investment partners, both locally and internationally with a focus on health and social care.

- LGF investment for match-funding of growth acceleration: Creating a funding line for accelerating growth in companies from this sector receiving funds from private investors. This creates a clear incentive for companies either moving to the region, or choosing to stay in the region as they grow.

The Living Labs is already an initiative where some investment costs are being met by the private sector. The companies involved are already engaged and committed to remain engaged with apprenticeship programmes, and with supporting the skills strategy for the region. The companies involved and the private sector partners around them are committed to provide continued sector specific mentoring and support to companies operating under the project. We want to support this development to work for the long term and for the region.

The work of aligning stakeholders to attract entrepreneurs with the ideas and drive to grow companies in this sector faces two types of bottleneck:

- Investment
- Skills.

This development exploits the potential resting in local academic institutions in the region (a large college, and two growing universities) by providing a local focus for skilled graduates and a pool of employees for new enterprises.

The lab development will attract entrepreneurial talent to the region if linked to investment (both private and public). This conjunction of skills, talent and investment will contribute to fast growth of the local economy in this sector.

The development is sustainable in its current form. However, the pace of growth and alert ability to exploit opportunities in the global market for these industrial sectors is reduced proportionately by funding uncertainty or by scarcity of investment or resource support for fresh initiatives.

Living Labs for Wellness, Social and Healthcare

Outcomes: summary

Milestones: Management and Evaluation

We will track:

1. Rates of:

- a. Idea submission,
- b. Patent protection (registrations),
- c. Company creation,
- d. Job creation

2. Average wage / Value creation per capita

3. Sales volumes to region, national and international markets

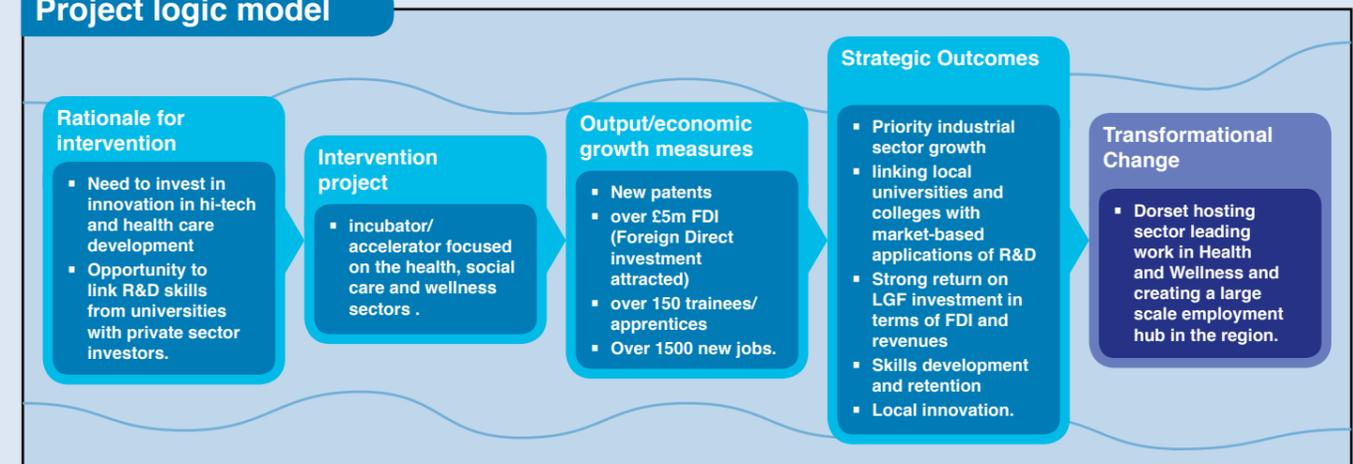
SUMMARY OF INVESTMENTS

	2015/16	2016/17	2017/18	2018/19	2019/20	Is the funding secured / agreed?
Support Required from Local Growth Fund	0.5 million	1.5 million	1.5 million	2 million	2 million	N/A
Local Authority support	0.2 million	0.5 million	0.5 million	1 million	1 million	
Private Investment	1 million	2 million	10 million	15 million	25 million	

SUMMARY OF OUTPUTS

	2015/16	2016/17	2017/18	2018/19	2020/21
Direct Jobs	0	0	0	0	0
• Full Time	45	100	250	500	1200
• Part Time	20	30	50	80	120
FDI (Foreign Direct investment attracted) £millions	0	0.5	2	2	5
Skills programme uptake (numbers of trainees/apprentices)	3	8	10	40	100
Of total revenues estimated amount value of exports to outside UK	4	16	35	65	100
Visitor numbers	40	80	500	1000	1500
New international visitors to the LEP region	10	40	200	400	400
New Domestic visitors to the LEP region	30	40	300	600	1100
New businesses (relocations in the LEP region)	2	2	2	2	2
New business start ups	10	15	15	15	15

Project logic model



Odiac - The Orthopaedic Development and Innovation Accelerator Cluster

Overview

The ODIAC programme aims to generate a potential circa £100 million of investment into Dorset and its close borders within 5 years of the programme infrastructure going live. It also aims to generate up to 500 new jobs (direct and indirect). The ODIAC programme will provide the framework in terms of brokerage and network development, generating an environment (a business eco-system) where partners can benefit from working together as well as remaining individually competitive. These aims are founded on the knowledge of what an effective orthopaedic cluster in a specific geography can achieve.

Exemplars, such as Orthoworx in the USA, generate thousands of jobs and in 2012, \$3.7 billion to the local economy. The key to success is that orthopaedic industry players are attracted into the geography, because there is a strong infrastructure to support businesses and business growth. Dorset has the USP needed to generate an effective orthopaedic cluster.

Dorset's USP - the Business Case

Dorset's demography is very special, with more people over 65 living in the geography as a percentage of the population than in any other county in mainland UK. Poole Hospital performed more operations for hip fractures than any other hospital in England last year, and The Royal Bournemouth Hospital is one of Europe's biggest hip and knee replacement units performing over 2000 joint replacements a year. These figures are not surprising given the demographics of the surrounding area, and the local age profile (percentage of the population aged over 65 in Christchurch is 30%, almost double the national average of 16%) gives an indication of what other areas in the country will face in future years. Quantity is important, because unless you have large volumes of patients with a condition to study, it is hard to research and develop new treatments or to make any improvements that will have a significant impact on the health of the community.

Perhaps because of the number of people requiring operations, and possibly because of the good record of

high-levels of care provided for patients, the number of older people enrolling in clinical trials is also high in Dorset. This 'resource' will be an important factor in orthopaedic businesses deciding to re/locate, start-up, or work with, a vibrant cluster based in Dorset.

Bournemouth University, in partnership with the Wessex Academic Health Science Network (WAHSN), have founded and provided pump-prime funding for a Centre for Orthopaedic Research and Innovation (CORI).

The Universities in Wessex and the NHS provider and commissioning organisations will also be key stakeholders/partners, supporting and working with WAHSN, CORI and the Dorset LEP and through this relationship to the ODIAC.

The generation of 500 new jobs (across the private and public sectors - e.g. clinical, engineering, academic and support jobs, etc) will be part of the LEP strategy to ensure that Dorset retains more of its working age population, an issue for Dorset, with many people of working age leaving the County to find work. The training and up-skilling of these workers will come from a partnership between Bournemouth University, colleges, the local University Technical College, the NHS and Health Education Wessex.

The ODIAC's key partners include the Swindon and Wiltshire LEP (SWLEP). South Wiltshire has a similar underlying demography as Dorset, but it also will soon be the home to up to 50% of the British Army. Provision of local (Dorset) services would obviate the need for regular travel to Birmingham and other locations where Army rehabilitation has been managed historically. The Army has very specific orthopaedic needs relating to generally young fit persons:

- sports and training injuries
- conflict related injuries such as breakages, limb loss, neurological and psychological injury

The benefits to the local health and rehabilitation community of serving both aged and young wounded populations will be highly relevant to the long-term needs of UK plc.

In addition, the new Porton Science Park, in easy reach of Dorset, will have land/facilities at a relative low cost/high quality that may be exploited by an orthopaedic cluster.

Delivering the Infrastructure

The ODIAC is not inventing the wheel, but borrowing momentum from initiatives elsewhere in the USA

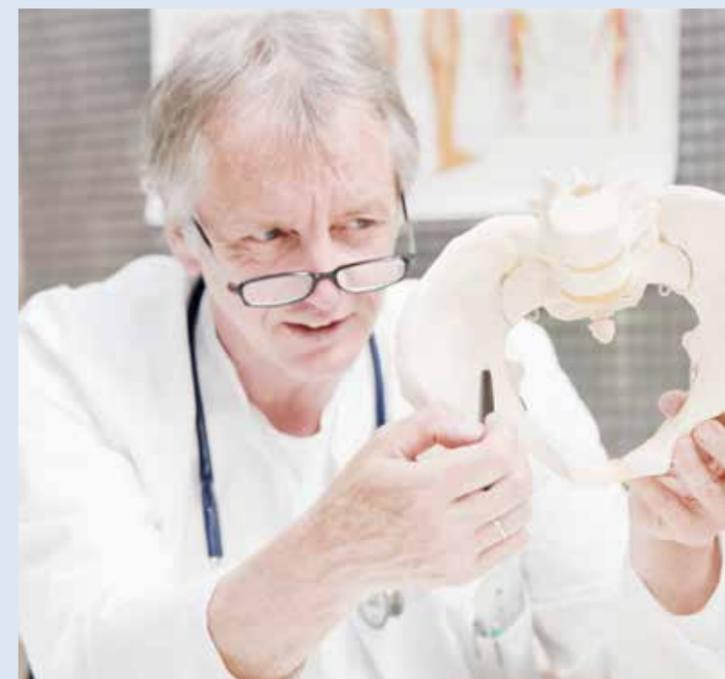
(Orthoworx) and the UK (SWLEP's creation of a Health Life Sciences Business Plan). To move from concept to deliverables will however demand commitment. A three year initial investment programme as follows:

- Recruitment of HLS expert employee (0.5 FTE) on an initial three year contract, cost £75 K per annum (£225K/3 years)
- Engagement of specialist consultants to support project, cost £60K per annum (£180K/3 years)
- Networking, conferences, seminars, travel, communications and promotional activity, cost £30K per annum (£90K/3 years)
- Support from existing LEP/Dorset employees, no cost - £30K in kind per annum
- Specific incentivisation initiatives with prospective investors (travel of delegations from USA, Europe and relevant hospitality £60K per annum (180K/3 years)
- Overall cost for first three years: approx £675K
- Return on investment

Within three years tangible benefits should be apparent. These should be on the way to strong return on investment on the initial £675 K. Sustaining this investment over a transition period to 5 years should lead to a dynamic, self-sustaining, cluster within 5 years.

September 2014 kick-off

- May 2015, mobilisation of local orthopaedic resources in public and private sectors (to include Army, local and regional SMEs and major companies).
- July 2015, articulation of coherent orthopaedic "sales-pitch" to new investors.
- January 2016, contractual accord signed with first major new investment in Dorset orthopaedics cluster (say £5M).
- January 2017, target presence of 1 multinational players and up to 12 national and international SMEs (say 12 M).
- January 2018. Analysis of return on investment. Review commitment, successes and bottlenecks.
- January 2020, maturing orthopaedic cluster should be established in and near Dorset (Total investment should be at least £100M with growth curve showing no tail-off towards £200M goal by 2024 - 10 year celebration).



Western Growth Hub: Weymouth Town Regeneration



Approach to growth

Unlocking growth: Weymouth, an area of relative deprivation in the region and against UK indices, needs accelerated improvements to its existing transportation network. This will unlock employment (and housing) sites.

Addressing these issues will enable confidence to the private sector to invest in Weymouth. The West Dorset and Weymouth and Portland shared services partnership have started to develop a masterplan for Weymouth

Town Centre which aims to have an agreed strategy, with the private sector and stakeholders in place by December 2014.

Unlocking the economic potential of Weymouth, as part of the Western Growth Hub vision, requires the redevelopment of key sites at the Northern Gateway and at the Pavilion Ferry Terminal area.

The natural and historic environment of Weymouth and Portland (including Sites of Special Scientific Interest and the historic built environment) attracts visitors and new residents to the borough but also serves to limit land supply for housing development in what is already a very small geographical area.

The most dominant issue resulting in inequality for people in Weymouth & Portland is economic deprivation. Three wards within the borough are among the top ten per cent most deprived wards in England and Wales. Wages are low and house prices are high in comparison. For this reason our top two corporate priorities are to promote improvement within the local economy, and to meet the housing needs of the borough.



Western Growth Hub: Weymouth Town Regeneration

Project 1: Northern Gateway (employment opportunities and improvements to the public transportation network)

The northern gateway provides an important function for the town centre, accommodating a significant amount of car parking, the town's main railway station and a number of retail warehouse units, as well as being the area through which many of the town centre's visitors travel.

The proximity of the train station to other parts of the town centre is of considerable benefit to Weymouth. However, it is evident that more should be done to integrate the station with the town centre, particularly through better pedestrian movement and the environment around the station. Through the recommended public realm and town centre movement work, connections should be improved via a better pedestrian environment around King Street (including its links to the Esplanade), Park Street and Commercial Road.

The key employment and redevelopment projects for the northern gateway area would include :

- The area around the King Street retail warehouses as a key area for improvement for the town centre, focusing on the potential redevelopment/remodelling of current occupied and unoccupied units in the Retail Park.
- The bus depot as a key potential redevelopment site, subject to a suitable site being found for a relocated depot and providing a link from King Street to Commercial Road as part of any redevelopment scheme.

LGF funding is being sought for the redevelopment/remodelling of the Jubilee Close and Jubilee Retail Park to expand the site; and the potential acquisition and relocation of the bus depot

Project 2: Pavilion Ferry Terminal Redevelopment (employment opportunities, new business and visitor attractions)

The ferry terminal area is identified, in the Local Plan, as a key redevelopment site that offers future growth and the revitalisation of Weymouth town centre. The redevelopment stalled in 2008/09 due to the recession and has since remained dormant as a development. The redevelopment of this site is considered to be the most important project for the success of the town centre over the medium term.

The land uses considered for the redevelopment included a quality 4 star hotel, residential (340 residential units originally proposed), food and drink and retail accommodation. The inclusion of retail floorspace was on the basis of it being complementary to the core shopping area in the town centre, catering for users of the ferry terminal and visitors to Weymouth. The inclusion of leisure and food/drink is aimed to help to serve users of the ferry terminal and help sustain and grow the ferry service provider who is a major employer in Weymouth and Portland as well as being an additional facility and service to visitors to the wider borough.

The overall development viability has always been an issue for the redevelopment of this area and this has led to choosing the mix of uses in order for redevelopment to proceed. However, the key barrier to private sector investment and viability of the site is for the need to have a 'serviced site' prior to redevelopment. To enable the redevelopment of the site some servicing is required which includes addressing:

- the existing sea defences (i.e. sheet piled walls) which are coming to the end of their natural life and will need to be replaced to current standards if the site is not to become unusable. The investment in the sea defence increases the development and redevelopment potential of the town and will lead to a growing confidence of the private sector to invest in Weymouth
- the mains services including electric, gas, water and sewerage need upgrading and replacement to accommodate the redevelopment

Extract from the West Dorset and Weymouth and Portland infrastructure delivery plan regarding the existing flood defences for Weymouth:

In Weymouth, there are various flood defence structures protecting the town centre. These include:

- The Esplanade and beach which form a relatively high barrier
- The Ferry peninsula which is entirely surrounded by sheet piling
- The river banks through the town centre are formed by a combination of sheet pile, concrete and masonry walls. The quay walls vary in age and condition.
- The river banks upstream of Westham Bridge are protected from tidal flooding as the bridge forms a tidal barrier.
- The flood protection to the town from the tidal reaches of the river is provided by concrete flood walls which are which are founded on the quay walls.
- There are several types of construction within the existing defence line, which have been constructed at various stages in the last hundred years. Many of the earlier assets are now reaching the end of, or have exceeded their design lives. One such asset is the ferry berth in Weymouth Harbour which has experienced structural changes affecting its operation as a ferry port.

Western Growth Hub: Weymouth Town Regeneration

Milestone developments

Northern Gateway

- 2014/15 - undertake site studies and preparations
- 2015/16 – undertake appropriate remodelling
- 2017/18 – available to private sector development

Pavilion Ferry Terminal

- 2015/17 – bring services to site and undertake replacement of sea defence
- 2017 – First phase of private sector development of site
- 2019 – site development complete

Future needs:

The Weymouth Flood Risk Management Strategy explored options for flood defences in the town centre and recommended an investment of approximately £66m at current prices, provides the best benefit-to-cost ratio. The preferred long-term solution includes building a tidal barrier at the mouth of Weymouth Harbour, improvements to the harbour walls, and works to protect The Esplanade. Future investment in the maintenance and enhancement of pumping stations, particularly those which serve Weymouth Town Centre such as Radipole Pumping Station, will be required to ensure ongoing protection of the town is maintained.

The recent failure in the harbour quay wall and pier structure at the Ferry Terminal, Weymouth has meant that repairs to the ferry berth require more immediate action because of the importance of the facility to the economy of the town. Contractors were appointed in 2012 to undertake works at a cost of approximately £3.92 million. Construction began in late 2012, when completed, the repaired harbour wall and pier structure should last approximately 40 years. Aside from this, Weymouth & Portland Borough Council is committing £170,000 annually towards a harbour wall maintenance fund.

Developer contributions will only be able to make up a small proportion of the total cost of the all the flood defences required for Weymouth Town Centre. Weymouth & Portland Borough Council and the Environment Agency will continue to work together to identify external sources

of funding.

At present the most obvious funding opportunities include:

- Regional Growth funding through a Local Enterprise Partnership type organisation
- Grant funding from the Environment Agency/DEFRA
- Planning harbour works funding from the Borough Council
- Homes & Communities Agency: the Bournemouth Dorset & Poole Local Investment Plan identifies Weymouth Town Centre as one of its priority areas for dealing with the effects of climate change
- Tax Increment Finance
- New Homes Bonus

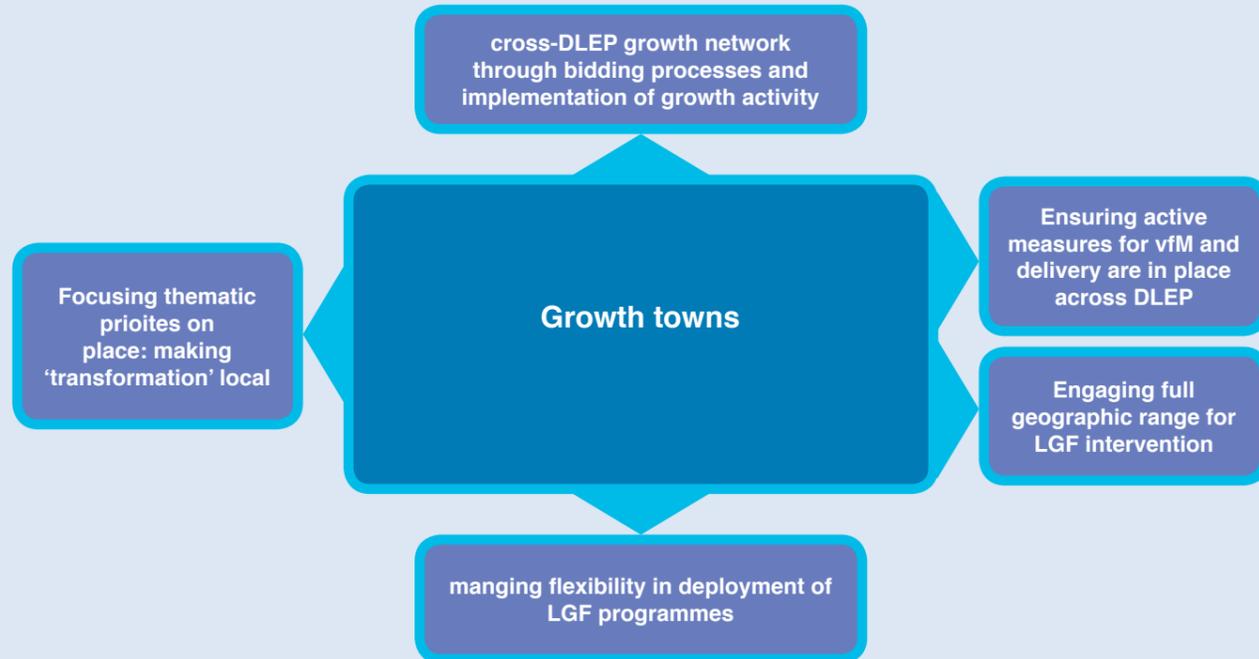
An interim Weymouth Town Centre Flood Defence Contributions Policy currently operates to seek contributions from development in the town centre. This would otherwise have to be refused on the grounds of unacceptable flood risk. This policy will be replaced by the Community Infrastructure Levy, which will enable funds to be secured from development in all areas of the Borough, meaning that the amount of money secured should be substantially more (although still significantly less than the total cost of the scheme).

LGF funding is being sought to replace the sea defence (making the site stable) around the redevelopment site and the upgrading and replacement of mains services to the site.

SUMMARY OF INVESTMENTS						
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
LGF (ask)	0	7.000	3.000	0	0	0
LGF (pre-committed)	0	0	0	0	0	0
Local Authority	0	0	0	0	0	0
Private Investment	0	0	125.000	0	0	0

SUMMARY OF OUTPUTS						
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Construction Expenditure	0	0	0	0	0	0
Direct Jobs	0	0	0	0	0	0
Full Time	0	0	0	300	500	500
Part Time	0	0	0	200	200	200
New Domestic visitors to the LEP region	0	0	0	20,000	20,000	20,000
New businesses (relocations in the LEP region)	0	0	0	5	5	5
New business start ups	0	0	0	10	10	10

Growth Towns



Our market and coastal towns represent a means to unlock growth across the region. To better target investment in growth we will develop a programme dedicated to our growth towns. The approach outlined sets out the delivery structure for funds to be released from other parts of the growth deal, focussing key thematic priorities on key localities across DLEP. The growth town plan interoperates with all major priorities:

- Growth Hub
- Unlocking Potential Fund
- Skills and Employability Fund
- Transport
- Broadband

Introduction

The inclusion of a programme of activity within the SEP focussed on and in the growth towns of Dorset (incorporating the County's market and coastal towns) is widely supported across the economic region. Within the context of the SEP this section of the report will address;

- The rationale for the creation of a programme of support for activity within the County's growth towns

- The key objectives to be achieved through the programme
- The delivery method and the strategic linkages with other initiatives within the County and Strategic Economic Plan
- Timelines for intervention
- The target towns for intervention
- The lead delivery partners
- Estimated values
- Overall outputs

Rationale for intervention

Future economic growth will be led by the Private sector with public sector impact on growth being focussed on facilitation. Step changes in growth are going to be made by exporting elsewhere in the UK or overseas whilst maintaining the existing business and economic base. The County must build on its competitive advantages. For the County's towns this is linked to the high quality built and natural environment and its existing business base with a particular focus on the LEP's priority sectors of advanced engineering, creative sector, food and drink and tourism.

The way to create this growth is through exploiting the advantages of agglomeration. In the County's growth

towns' physical agglomeration will be constrained by labour market and site supply and size. However virtual agglomeration can be achieved through improved transport and communications infrastructure and through support for business collaboration, networking and supply chain development.

The towns in the County are not homogenous and their location in relation to the Poole Bournemouth and Southampton conurbations and Exeter in the West will influence the degree to which their economies are locally serving. The interventions to realise growth opportunities will be different in more accessible towns, and in less accessible towns.

Through the 2014 *Dorset's Growth Towns Baseline and Issues report* a number of key issues around the towns in Dorset are identified. This report forms the basis for the programme and supports the following proposed programme.

The town profiles across the County vary significantly both in terms of size of town and the issues and opportunities that are presented. There are however some key themes. The growth opportunities for the towns in Dorset are:

- General economic growth and resilience
 - More jobs for local residents
 - Better quality/ better paid jobs
 - A broader and resilient business and employment base
 - Sites and premises to retain existing employers, enable growth and attract new employers
 - Encouraging local business collaboration
- Enabling local people to access employment opportunities
 - Training and upskilling
- Town centre prosperity and vitality
 - Capturing local retail spend
 - Attracting visitor spend
- Encouraging a balanced population to maintain future prosperity

Key Objectives

The aim of the programme is to help realise Dorset's growth potential and ensure that all of Dorset's towns and people contribute and share in future growth and prosperity.

The key objectives for this programme are:



Growth Towns

- Sustainable towns in terms of economic, environmental and social growth that;
 - Supports and enables the creation of jobs for local people
 - Supports and enables the creation of high quality and well paid jobs
 - Supports the towns and safeguards established businesses
 - Encourages the creation of new businesses
 - Encourages the attraction of new businesses
 - Ensures a supply of available and appropriate workspace that is fit for purpose
 - Supports business collaboration and networking
- Enables local people to access employment opportunities created
 - Provides training and up skilling linked to key local employment opportunities
- Supports Town Centre prosperity and vitality
 - Supports the maintenance and improvement of the town centres built and natural environment
 - Encourages local loyalty and use of local shops
 - Encourages employment in retail and other wider uses of the town centre
 - Promotes the town centre as a visitor destination throughout the year
 - Encourages local distinctiveness and develop individual town focus
- Encourages actions that ensure a balanced demography
 - Adopts policies and practices that support market and social affordable housing to attract working age residents and retain local young people

Delivery

The table below highlights the sources of funds if required or policies that will deliver for a Growth Towns agenda.

Objectives	Interventions	Delivery
• Provide training and up skilling linked to key local employment opportunities	• Training	• Skills and Employability Fund
• Support the maintenance and improvement of the town centres built and natural environment	• Public realm	• Support for Growth Towns
• Encourage local loyalty and use of local shops	• Local Loyalty and promotion	• Support for Growth Towns
• Encourage employment in retail and other wider uses of the town centre	• Training • Marketing and Promotion • Implement the Grimsey Report findings	• Skills and Employability Fund • Support for Growth Towns
• Adopt policies and practices that support market and social affordable housing to attract working age residents and retain local young people	• Planning policy and affordable housing	• Core strategies • Housing Fund

Objectives	Interventions	Delivery
• Supports and enables the creation of jobs for local people	• Business Support • Sites and premises • Training	• Growth Hub • Unlocking Potential Fund • Skills and Employability Fund
• Supports and enables the creation of high quality and well paid jobs	• Business Support • Sites and premises • Training	• Growth Hub • Unlocking Potential Fund • Skills and Employability Fund
• Supports the towns and safeguards established businesses	• Business Support • Sites and Premises	• Growth Hub • Unlocking Potential Fund
• Encourages the creation of new businesses	• Business Support • Enterprise Centres/ Hubs	• Growth Hub • Growth Hub
• Encourages the attraction of new businesses	• Sites and Premises • Training • Promotion and Marketing	• Unlocking Potential Fund • Skills and Employability Fund • Support for Growth Towns
• Ensures a supply of available and appropriate workspace that is fit for purpose	• Sites and Premises • Broadband • Transport Infrastructure	• Unlocking Potential Fund • Broadband UK • Transport Fund
• Supports business collaboration and networking	• Business Support	• Growth Hub

As the table above indicates in some respects the support of the growth towns agenda can come through other parts of this SEP as long as there is a mechanism and funds to allow this to happen. In the case of the provision of sites this is transparent as sites associated with the towns are named in this SEP and included within the Unlocking Potential funds. The same applies to the housing fund. The provision of business support and training however will need delivery that is specifically tailored to the challenges presented in the towns outside the conurbation. The types of business support will include;

- Business start-up support
- Support for businesses that want to grow
- Specific support for exporting to the rest of the UK and abroad
- Marketing and promotion
- Broadband and e-commerce
- Networking and collaboration

Funds will need to be available through the growth hub to allow this support to be available to businesses in the growth towns.

Training will need to be available to increase the skills levels, employability and productivity of staff across a wide range of business types including independent retail businesses to enable our towns to survive and thrive in the changes that are occurring in retail generally so that

our town centres remain vibrant as desirable places to work and visit and, where necessary, evolve a new focus.

Ensuring that Growth Towns Contribute to Growth

The Strategic Economic Plan must have a mechanism to ensure that support from the growth hub, unlocking potential fund, skills and employability fund and transport funds is available in the growth towns as well as elsewhere, and as such a mechanism is required to enable this to happen.

There is also a need to harness the support from local businesses to participate and enable this growth. There are objectives highlighted above that need dedicated support. These include:

- Public Realm works e.g. hard and soft landscaping, the creation of public space, shop front enhancements, pedestrian flow works.
- Local loyalty and promotion e.g. building on the new economics foundation work on the “leaky bucket.”
- Retail and other wider uses for town centres e.g. vitality of town centres, building on the Grimsey report, supporting festivals and events to attract large visitor numbers, brands and Unique Selling Points for town offers.

As each town will have a different mix of the issues and opportunities this element of the SEP will support 16

Growth Towns

(those assessed with the greatest ability to contribute to growth) towns of the 38 towns in the County are supported to develop a Business Improvement District and a Town Growth plan. The purpose of this approach is three fold;

- To ensure business ownership of growth in the town as well as private sector investment
- To enable the gathering of funds via the precept to deliver any public realm works, work around local loyalty and retail and wider uses of the town centre
- To support draw down of funds from the other SEP funds as part of a wider town growth plan

The process of creating a BID is well catalogued the criteria for selecting the 16 towns for support could include;

- The presence of sites and premises for business
- Critical mass in terms of size, business presence etc
- A supportive local authority
- Functional assessment in terms of acting as a central place with an engaged hinterland rather than purely as a commuter settlement
- An early view of a USP for the town
- Initial support from local businesses from a wide sectoral background

3 towns in Dorset already have a BID. These are Weymouth, Dorchester and Wimborne.

Timelines and Milestones

The programme to identify the 16 towns will follow the process below;

1. Establishment of Growth Towns Steering Group within the LEP
2. Design of programme including criteria
3. Sign off by LEP Board
4. Call for applications and promotion of programme
5. Establish initial town group with Authority support
6. Develop proposal submission
7. Scoring and award by LEP Board

It is anticipated that this process will take between 12 to 14 weeks.

After the award the initial group is then tasked with developing a growth plan for the town. The Growth Plan for each town will need to be presented to the LEP Board for consideration so that resources from the LEP (Unlocking potential etc) can be allocated to the delivery

of the growth plan.

It is not envisaged that if a project around sites and premises in particular is ready to proceed, that the project should be delayed to wait for the Growth Plan. The plan will however be needed to target more generic support from the other SEP/ LEP funds.

Once the growth plan is established then the usual BID process will be initiated to develop the BID for the town to be a mechanism for the delivery of aspects to the growth plan alongside the local authorities and other partners.

Target Towns

The process for deciding the towns is identified above. The governance for the programme is based on the fact that the town's work will impact upon all four of the SEP objectives, so a multi-disciplinary team would be established, working with reps of the towns in a forum. The lead objective, for reporting etc, should be Competitive, due to links to the Growth Hub.

Lead Delivery Partners

Delivery and subsequent growth will be delivered by the private sector. The role of the public sector is to facilitate the establishment of the structures and processes that will then allow business to take the lead. The public sector will also have a role in delivering some actions within the growth plan and supporting the BID in making sure that there is alignment with key policies such as planning and, where public funds are used probity, accountability and state aid compliance are given full account. The community and voluntary sector will also have a key role to play in developing and delivering projects.

To this end it is envisaged that the County's economic development functions will lead and provide on-going support for this activity.

Estimated Values and Costs

Recent work that has been undertaken looking at benchmarking has estimated that each BID required around £20k worth of pump priming funding to get established. There is also a need to pull together a growth plan for the town. The Market and Coastal Towns Association estimated a similar value for the construction of Town Plans. As some of these actions will be linked (consultations) and economies could be created so there is an estimate of £30,000 worth of pump priming funding required for each town. Larger towns will of course require additional support that could be drawn from any in year underspends. The programme value for this is therefore £450,000 with the option for additional £50,000

should larger towns be selected.

the levy that will be used to implement parts of the growth plan. This is estimated for a mid-sized town as around £95,000 per annum or £475,000 over the five years and £7,600,000 across all 16 towns.

Outputs

The outputs will be generated from the actual projects but the key direct output will be the leverage generated by

SUMMARY OF INVESTMENTS						
	2015/16	2016/17	2017/18	2018/19	2020/21	Is the funding secured / agreed?
Support Required from Local Growth Fund (for delivering Growth Towns process)	250	250	0	0	0	N/A

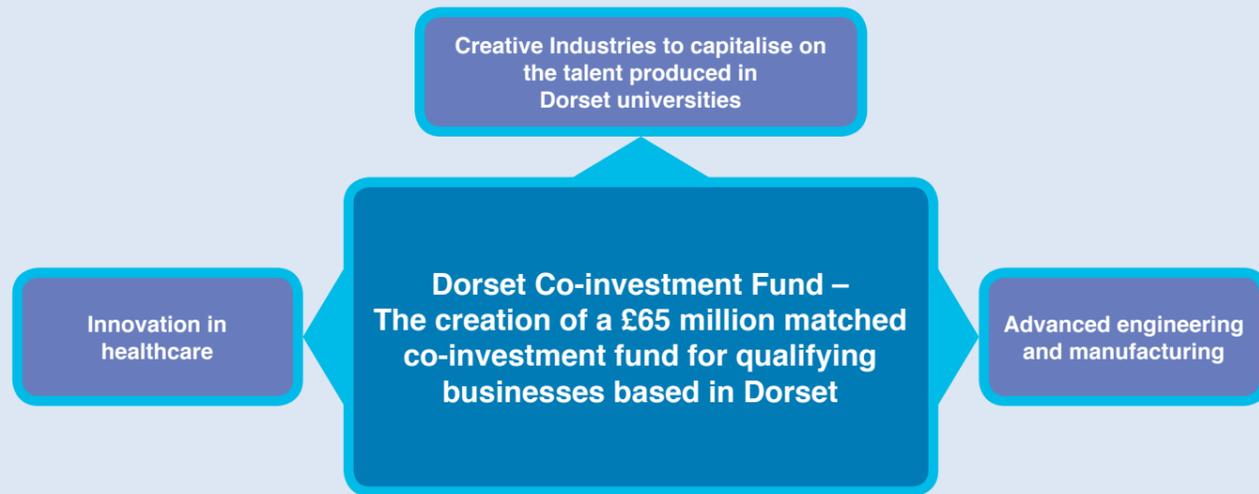
Milestones: what milestones can you commit to at this stage?

The key milestones are:

- Establishment of Governance arrangements by March 2015
- Identification of first 8 towns for delivery by March 2015
- Delivery of 8 towns growth plans and BIDS by March 2016
- Delivery of second tranche of growth plans and BIDS by March 2017

SUMMARY OF OUTPUTS					
	2015/16	2016/17	2017/18	2018/19	2020/21
Direct Jobs	20	40	60	80	100
Rents to be received by the project lead organisation £millions	760000	1520000	1520000	1520000	1520000

Dorset Co-investment Fund



Contribution to strategy for growth

- Strengthening research, technological development and innovation for advanced engineering and manufacturing and creative and digital industries.
- Support an entrepreneurial culture across Dorset, reduce barriers to finance and seed entrepreneurship.
- Increase the economic contribution of key sectors.
- Talented – Investing in business growth, in turn up-skilling the workforce of Dorset. Focus on LEP strands.

Outcomes

This fund would enable the acceleration of business development across Dorset.



Approach to growth

The creation of a £65 million matched co-investment fund for qualifying businesses based in Dorset.

£25 million is requested in year one and depending on the successful allocation and performance of the fund additional sums of up to £10 million may be requested in each of the following four years.

After year five there should be sufficient redemptions to continue meeting the fund's objectives for the foreseeable future.

In association with Silicon Beach Business Angels the fund would seek to enhance the value delivered to viable start-ups and development funding situations where long-term job creation has been evidenced and the business is within the following priority areas:

- Innovation In Healthcare.
- Creative industries to capitalise on the talent produced in Dorset universities.
- Advanced Engineering and Manufacturing.

Where a qualifying opportunity is backed by capital investment from business angels (or other institutions) the fund would provide a five-year loan of up to 50% of the amount invested in that round.

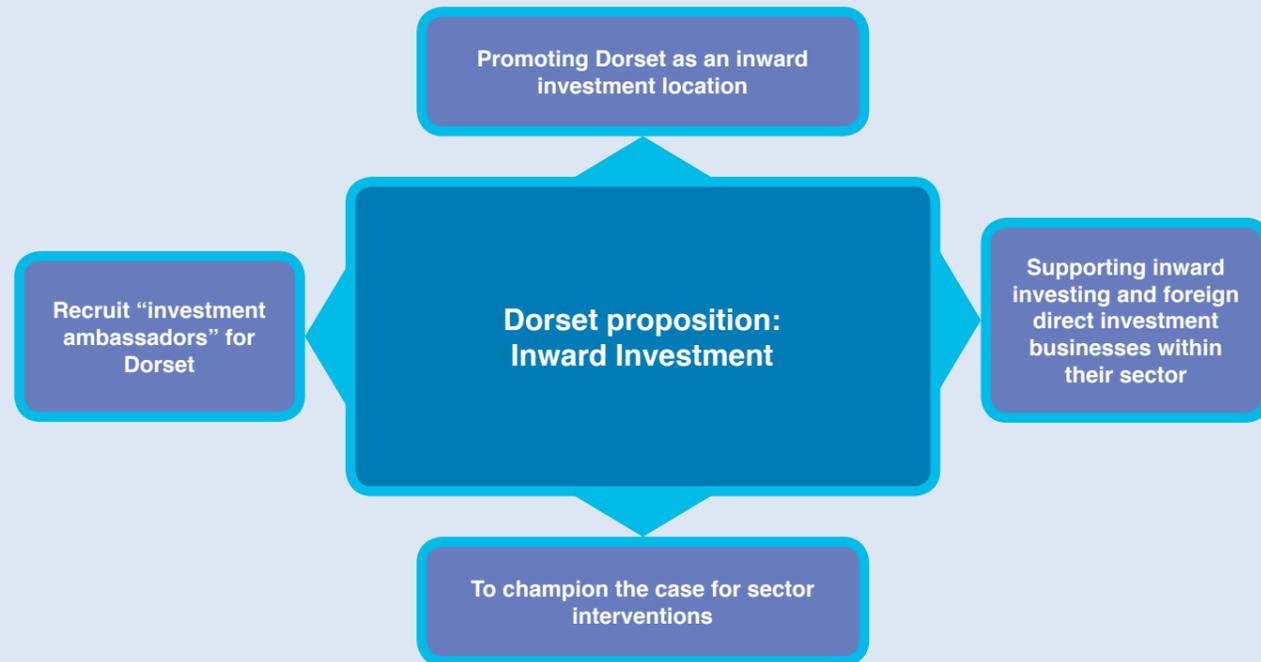
Interest would commence in year two on an escalating scale from 5% to 10%.

The minimum loan would be £30,000 and the maximum £500,000.

The loan would rank before shareholders but behind commercial lenders. Where possible security would be taken over intellectual property with guarantees from directors and founders but not new equity investors.

SUMMARY OF INVESTMENTS						
	2015/16	2016/17	2017/18	2018/19	2019/20	Is the funding secured / agreed?
Support Required from Local Growth Fund	25	10	10	10	10	N/A
Private Investment	25	10	10	10	10	No

Dorset Proposition Inward Investment



Approach to growth

Dorset plans to better coordinate its activities to attract inward investment. To do so we propose investing a small amount of LGF to recruit and develop a cadre of volunteer business ambassadors. They would actively represent local (and national) priority sectors for inward investment, generating foreign and direct investment. The focus is towards areas of growing and established strength: **Advanced Engineering, Creative Industries, and Food and Drink sectors.**

The ambassadors, with appropriate development and support infrastructure, drawing on Dorset- and sector-specific materials and intelligence, will be trained and supported to become Dorset ambassadors:

- To assist in promoting Dorset as an inward investment location.
- To support inward investing and foreign direct investment businesses within their sector.
- To champion the case for sector interventions.
- To provide support to newly established business in the sector.

Delivery

A basic structure for delivery can be outlined, with activity starting in 2015:

1. Ambassadors identified
2. Inaugural ambassador session held
3. Key requirements agreed
4. Appropriate KPIs identified
5. Appropriate materials commissioned
6. Programme of meeting events prepared
7. Investment-development and advocacy activities and network extension activities.

Contribution to strategy for growth

- Creating a global hub for trade and international business.
- Providing appropriate support to businesses.
- Encouraging the work, or development, of sector specific bodies.



SUMMARY OF INVESTMENTS						
	2015/16	2016/17	2017/18	2018/19	2019/20	Is the funding secured / agreed?
Support Required from Local Growth Fund	£10k	£50k	£50k	£20k	£20k	No

SUMMARY OF OUTPUTS					
	2015/16	2016/17	2017/18	2018/19	2020/21
New businesses (relocations in the LEP region) established in LEP region (FDI)	0	0	1	2	2
New business start ups	0	0	1	2	3

Destination Portland: Leveraging growth through tourism, natural history and heritage in an area of deprivation

Part of the proposed intervention to Dorset's economy rests in the development of iconic tourism attractions, notably around the Portland area and along the Jurassic Coast. Icon tourism developments are defined as follows¹:

- Brand bigger than location – the attraction's brand becomes better known than the precise location of the attraction e.g. Eden Project.
- Visitor numbers, particularly in terms of drawing visitors from outside the region are high
- Genus Loci- spirit of the place – the attractions are in a unique location, which is the very essence of what they are e.g. site of the Battle of Hastings.
- They have Wide appeal – not special interest / religion / cultural specific e.g. BA London Eye.
- They demonstrate a propensity to draw new visitors - the attraction becomes the purpose of the visit rather than incidental to the visit e.g. Pyramids of Egypt.
- They have longevity (historic) - successful significantly iconic attractions stand the test of time (although this may require ongoing investment) e.g. Stonehenge, Roman Baths.
- Longevity (future) - the nature of the attraction, the income basis, ownership and performance will lead to sustainability
- Internationally and Nationally recognised – draw a greater proportion of national visitors than others in its class e.g. London's museums.
- Flattens seasonality – draws visitors outside the traditional holiday periods as well as during these periods e.g. Tate St Ives.
- Changes perception and image of a place – often as part of a broader regeneration process e.g. Guggenheim Museum in Bilbao.
- World Wide Awareness – becomes a landmark symbol of a place.

Transforming Dorset supports the view that investment in such sites in the LEP region will bring long term and

sustainable benefits to the UK. The propositions are clustered around a conception of Portland – located close to areas in the DLEP region facing economic challenges and where we seek to actively mitigate the risk of future decline.

Destination Portland

There are several major projects currently being planned for Portland. All of these have a common educational and recreational purpose and will complement each other and similar attractions in the south of England such as the Eden Project in Cornwall.

MEMO (Mass Extinction Monitoring Observatory) is an educational charity dedicated to building a beautiful monument to species going extinct worldwide, together with a biodiversity education centre.

Conceived as a continuous spiral of stone, it will be lined with the carved images of all 850 species to have perished since the dodo in the 17th century. (<http://www.memoproject.org/>) 850 species have gone extinct in the last 350 years which is on a par with the 'Big 5' Mass Extinctions of the geological past; for every species assessed as extinct in modern times more than 20 are now endangered. MEMO brings together the best of the arts and sciences to paint the big geological picture and to bring educational potency and authentic human meaning to the bewildering statistics.

MEMO will be built on the Isle of Portland. Here, amidst the limestone landscape from which so much of the cityscape of central London has been quarried, MEMO will stand as a global monument overlooking

The Jurassica Project

<http://www.theguardian.com/science/2013/dec/22/david-attenborough-jurassic-coast-theme-park>

An ambitious project to showcase the prehistory of the south coast of England, famous for its marine fossils from ammonites to giant sea reptiles, has attracted support from David Attenborough and Eden Project founder Tim Smit. The Eden Project has brought substantial economic regeneration to the St Austell area, so something similar in design, but focused on the Jurassic coast might do the

"It's thrilling to come across something that truly captures the imagination. The proposed Jurassic Coast Studies Centre is one of those rare things. It will deliver education about the natural sciences in the widest possible sense to people of all ages and backgrounds. It will use The Natural History Museum's vast body of knowledge and The Field Studies Council's know-how to communicate with an international audience that will involve and inform in new and exciting ways."

Rt Hon Oliver Letwin
MP

same for Dorset. The project "Jurassica" is the brainchild of writer and journalist Michael Hanlon.

Jurassic Coast Studies Centre

<http://www.jurassicstudycentre.co.uk/webdocs/docs/info%20for%20funders%20brochure.pdf>

The Jurassic Coast Studies Centre is envisioned as a state-of-the-art, low carbon footprint building, set sympathetically in the landscape to provide the right atmosphere for learning about earth and marine sciences. It will provide a place where citizen scientists can embark on a stimulating journey of discovery and science students and professionals can develop and apply their skills through rigorous fieldwork. It will be a place that promotes the sharing of knowledge and good-practice in the management of the Jurassic Coast and other World Heritage sites and foster life-long learning relationships between its students.

Transport: contexts for growth

Portland is connected to the mainland by a single road on a narrow strip of land. For these projects outlined above

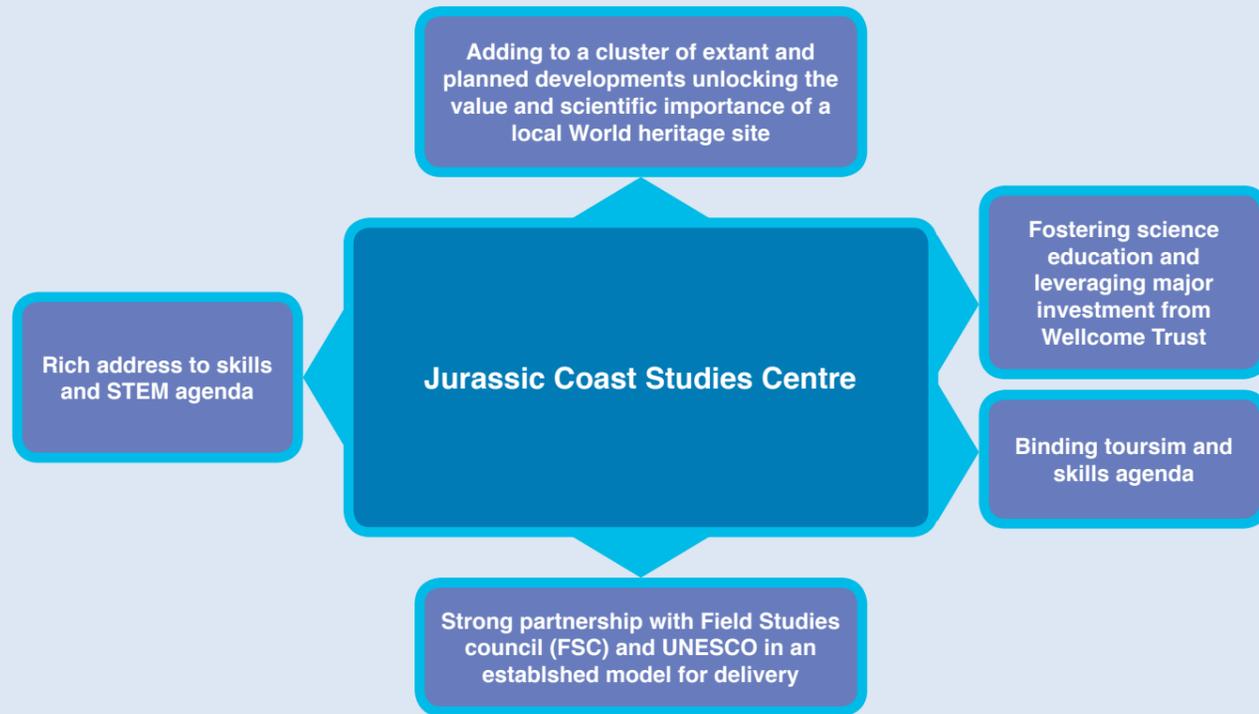
to succeed the railway linking Portland to Weymouth, Bridport, Crewkerne, and ultimately the national and international freight and passenger rail network, need to be developed.

- Development of the port infrastructure to include a 'world class' major new berth for the largest of cruise liners / container / freight / gas / M.O.D. vessels. • Enhanced Railway Links:
- Re-establishing a heavy rail link from the national rail network at Weymouth utilising 75% of the former track bed route of the original railway, through the docks and up to Portland Easton to link with proposed visitor attractions.
- The 'Yeovil South Chord' link. A 1/4 mile of new line connecting the (East to West) Exeter / London and the (North to South) Bristol / Dorchester / Weymouth main rail lines improving port connectivity
- The 'Western Relief Road' - three miles of link road essential for improving port access.

"We welcome the recognition the Strategic economic plan places on leisure and cultural assets as important elements of economic growth. As one of the main leisure and cultural activity providers along the South Coast we fully support the Strategic Economic Plan vision to capitalise on the creative industries and to enhance the infrastructure which supports it. As an organisation that transforms thousands of people's lives each year and contributes millions into the local economy through employment, business tourism and supporting other partner organisations, we will benefit from a transport network that realises Dorset's potential."

BH Live, Conferences, Leisure, Events

Jurassic Coast Studies Centre (JCSC)



The STEM agenda

- Numbers of students studying physical sciences post-16 has fallen over the last 25 years.
- Only 28% of students studying physical sciences post-16 pursue a scientific career.
- Six out of 10 companies employing STEM- skilled staff recruit from overseas (India and China) (Source: Shell)
- The number of home-grown graduates in STEM subjects must increase by 50% to keep science- related industries at their current size.
- There is currently (2013) an annual shortfall of 40,000 science and technology graduates from UK colleges and universities.
- The government's push to reduce immigration will result in an increase in the shortfall (Source: Social Market Foundation - The Guardian, 18 March 2013)

Approach to growth

Based in Lyme Regis, at the centre of the World Heritage Site the Jurassic Coast Studies Centre (JCSC)¹ will provide an essential resource for encouraging young people to consider a future in science. The 120-bed centre will act as an earth science knowledge hub, sharing intellectual and practical information in a network including participants from (amongst others) the petrochemical, educational, research, environmental and World Heritage sectors.

Its projected location is in a state -of-the-art, low carbon footprint building set sympathetically in the landscape. It will become a global showcase for field study of the earth and marine sciences.

The intervention is an investment in the STEM agenda: Engineering and Mathematics (STEM) industries, in particular, are of strategic importance to the UK, just as they are key priorities in the LEP skills plan and ESIF planning. The JCSC seeks to actively address the lack of scientists that threatens recovery and the UK Economy.

As an international residential centre for the study of earth, marine and natural sciences (and acting as the outreach platform of The Natural History Museum) it will be an expeditionary base from which people of all ages and backgrounds can experience, discover and learn first-hand from the world's leading scientists.

Leveraging investment

The project has high-level enthusiastic support from the Oil Industry, UNESCO and from Universities. The Wellcome Foundation has indicated an interest at the level of £1million, but has made investment conditional upon additional partner funding being in place. Initial financial support, based on the LEP's considered area strategy would accelerate development by unlocking the in-principle commitments currently in place for the Jurassic Coast Studies Centre.

A smaller version is deliverable: possibly down to £5million total investment yielding 80 bed spaces estimated to be the minimum for longer-term financial viability, i.e. a 33% reduction from the 120 bed space ideal; cost-savings on smaller public areas possible but not to same level.



¹ See: <http://www.jurassicstudycentre.co.uk/webdocs/docs/info%20for%20funders%20brochure.pdf>

Jurassic Coast Studies Centre

Intervention and headline outcomes

Lyme Regis confronts economic challenges, shared across some more remote parts of the LEP region; demographic imbalance, a low wage economy, higher than average house prices and seasonal jobs. Jurassic Coast Studies Centre will bring significant economic benefits to the local economy in West Dorset and East Devon by:

- Creating new employment opportunities
- Purchasing over £100,000 of products and services from local suppliers
- Generating the spending of over £3.5 million by attendees in the broader local economy.

The JCSC, tying in the Natural History Museum as a core partner plus deep ongoing relationships with universities, environmental bodies and the petroleum industry, must

act as a catalyst for the economic regeneration whole of West Dorset. By delivering year-round targeted audiences, the JCSC will create both direct and indirect employment opportunities, safeguard existing jobs, create learning opportunities, additional visitor expenditure, encourage new business start-ups and investment and support innovation & technology transfer.

Above all, the JCSC will provide an international educational platform from which the UK can interact with other UNESCO sites, especially the other 192 Natural World Heritage sites, around the world. The JCSC strongly supports and promotes all four of the Vision for Dorset objectives, as well as meeting many of the ERDF and ESF thematic objectives.

Outcomes: summary

Milestones: Management and Evaluation for Dorset Growth Hub interventions

- The LGF element of the investment would be monitored via quarterly reports and annual review tracking revenues visitor numbers, and a further roster of agreed outcomes.

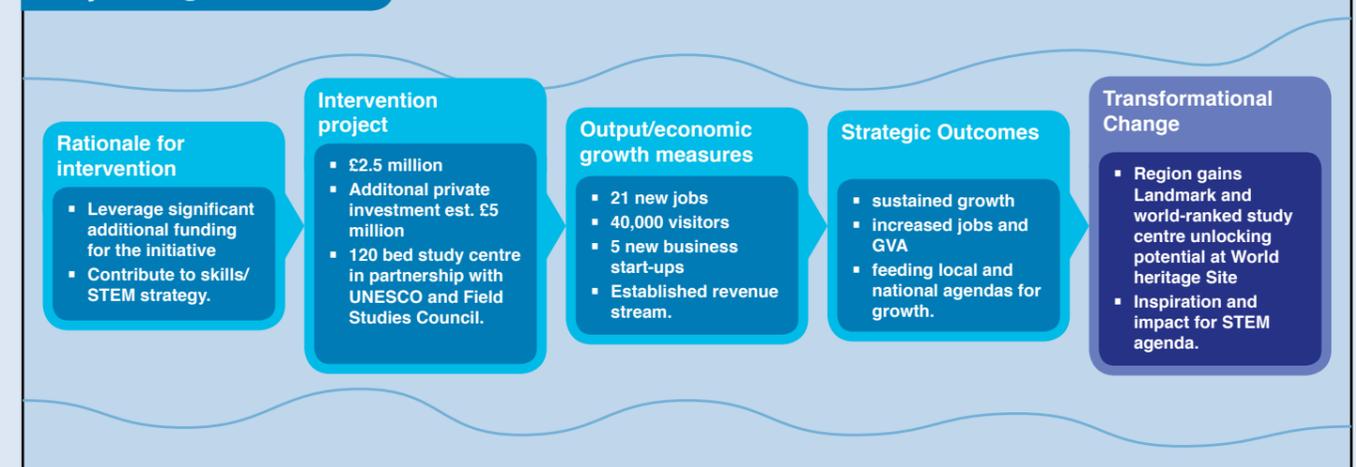
SUMMARY OF INVESTMENTS

	2015/16	2016/17	2017/18	2018/19	2019/20	Is the funding secured / agreed?
Support Required from Local Growth Fund	2.5	0	0	0	0	N/A
Local Authority support	1	0	0	0	0	
Private Investment	4	0	0	0	0	

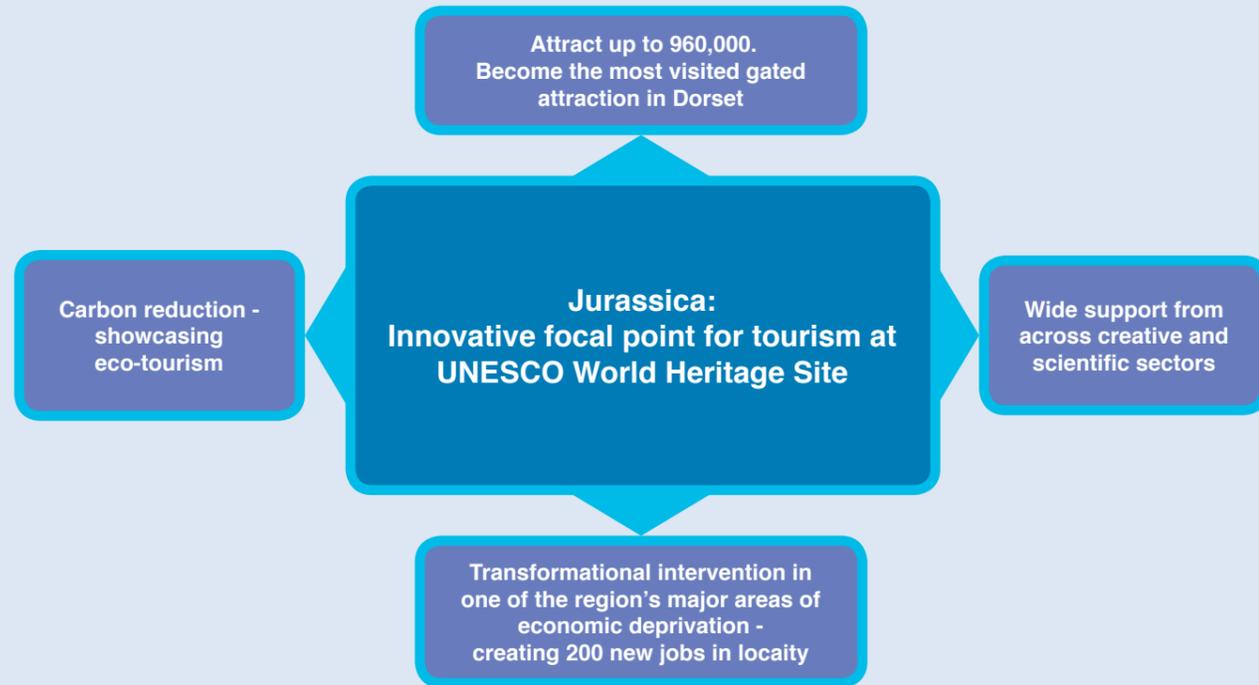
SUMMARY OF OUTPUTS

	2016/17	2017/18	2018/19	2019/20	2020/21
Direct Jobs					
• Full Time	13	15	18	19	21
• Part Time	5	7	8	8	9
• Voluntary	2	2	2	2	2
Skills programme uptake (numbers of trainees/apprentices)	0	1	1	1	1
Revenues to be received by the project lead organisation £millions	£1,135,824	£1,395,411	£1,622,605	£1,784,866	£1,784,866
Visitor numbers	4957	6090	7081	7789	7789
New international Visitors to the LEP region	100	300	500	1000	1500
New Domestic visitors to the LEP region	6000	7000	8000	9000	10000
New business start ups	4	5	5	0	0

Project logic model

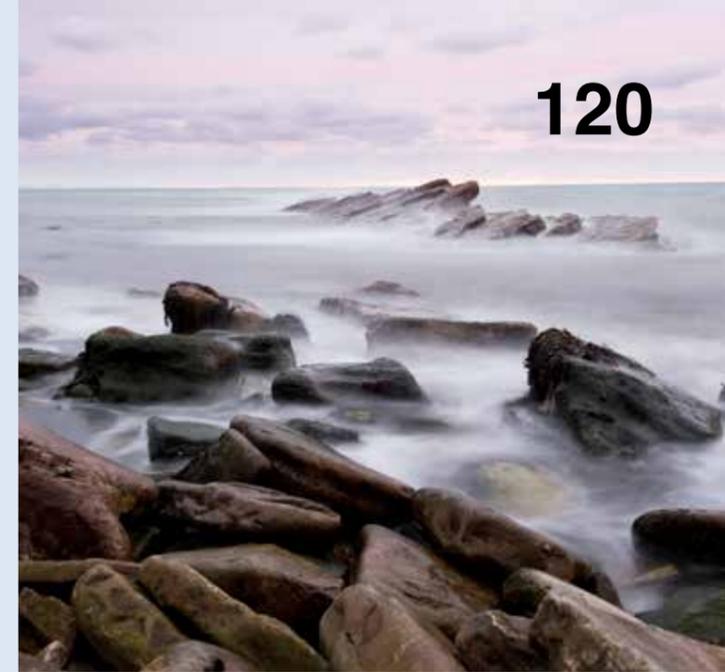


Jurassica



“Everybody thinks of Dorset as rather a wealthy place. Actually it is not. The unemployment rate in south Dorset is appalling. . . . Something like this would transform it in the way Eden has transformed south Cornwall.”

Michael Hanlon,
Science Journalist and project sponsor



Approach to growth

This project is an investment in future proofing and diversifying the region’s tourism offer. Jurassica adds a landmark development to orient tourism around a UNESCO World Heritage Site. It will increase local spend and visitor numbers to transform a neglected and economically depressed part of the English South Coast. It will build on the Olympic legacy of Weymouth & Portland and provide at least 200 full-time permanent jobs. Portland’s long-term adult unemployment is on a par with the most economically depressed areas of the UK. LGF funding would run alongside bid-for Heritage Lottery Funds. A final figure for LGF support has not been agreed. Some scalable intervention to leverage philanthropic and private investments to bolster further bids (e.g. to HLF) would assist in catalysing this important development.

Jurassica links Dorset’s strengths as a tourist location to an innovative conception of tourism: as education and experience. Designed by Renzo Piano, the project has the full backing of patron Sir David Attenborough. Trustee Sir Tim Smit’s track record includes delivery of the Eden Project in Cornwall provides further support.

Jurassica will be sited in an old limestone quarry on the Isle of Portland. Jurassica, which is an educational and heritage-focussed charitable trust, will operate as an orientation point for the Jurassic Coast World Heritage Site.

Why Jurassica? Why now?

Although the Jurassic Coast is one of the most popular stretches of coastline in the world (around 12-15 million visitors a year on average) there is, at present, no central focus. There are a number of small museums and visitor centres, notably in Dorchester and Lyme Regis. None really provide an orientation point of the area’s extraordinary geological heritage. Jurassica would provide that focus.

What will visitors see?

The proposal is to build a spectacular subterranean geological park in a recently disused quarry (Broadcroft) on the Isle of Portland. This quarry forms, in effect, a gigantic hole in the ground (called Yeoland’s Pit) about 300ft across and 120ft deep. The engineering is being led by the team responsible for both the Eden Project and the refurbishment of the Sydney Opera House. The space created by the architect will use the natural rock as a primary design feature. Jurassica will be the world’s first carbon-negative large visitor attraction.

Jurassica will form a key part of the United Kingdom’s neglected scientific and environmental heritage.

Jurassica is comparable with the Eden Project, and with other attractions in the wider region.

Jurassica

Attraction	2009 Attendance	2010 Attendance	2011 Attendance
Stonehenge	990,705	1,009,973	1,099,656
Eden Project	1,028,264	1,000,511	1,001,774
Roman Baths	882,144	905,751	975,096
Paignton Pier	548,903	547,729	594,921
Paignton Zoo Environmental Park	502,187	456,945	460,112
Stourhead House and Garden	345,572	387,057	398,962
St Michael's Mount	240,729	264,072	275,844
WWT Slimbridge Wetlands Centre	200,000	231,734	236,240
Kingston Lacy House and Gardens	194,028	200,000	234,124
Lost Gardens of Heligan	208,025	207,284	219,115

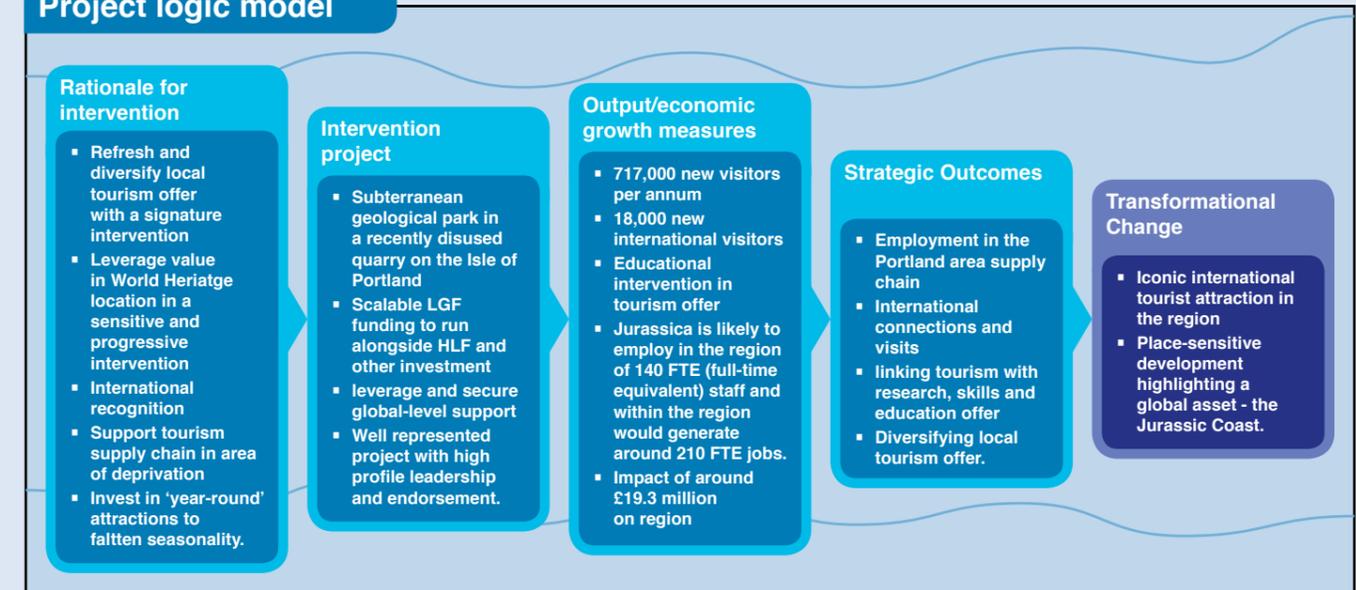
Outcomes: summary

- A detailed assessment and business case (Initial Market Assessment, D&J Consulting 2013) has set out evidence of positive and sustainable growth.
- Business case suggests high and low estimates for attendance. These range from a high of almost 960,000 to a low of almost 480,000 annual visitors. This would make Jurassica the most visited gated attraction in Dorset¹.
- At the medium attendance level and a full adult admission price of around £20.00, we estimate that Jurassica will be able to generate some £12.9 million in visitor revenues per annum.
- Should Jurassica be able to achieve the high level of admissions then revenues could be over £17.3 million per annum and with an improved profit margin and EBITDA of between £1.7 and £3.5 million.
- Jurassica is likely to employ in the region of 140 FTE (full-time equivalent) staff and within the region would generate around 210 FTE jobs. Jurassica would have a total impact of around £19.3 million on the regional economy.

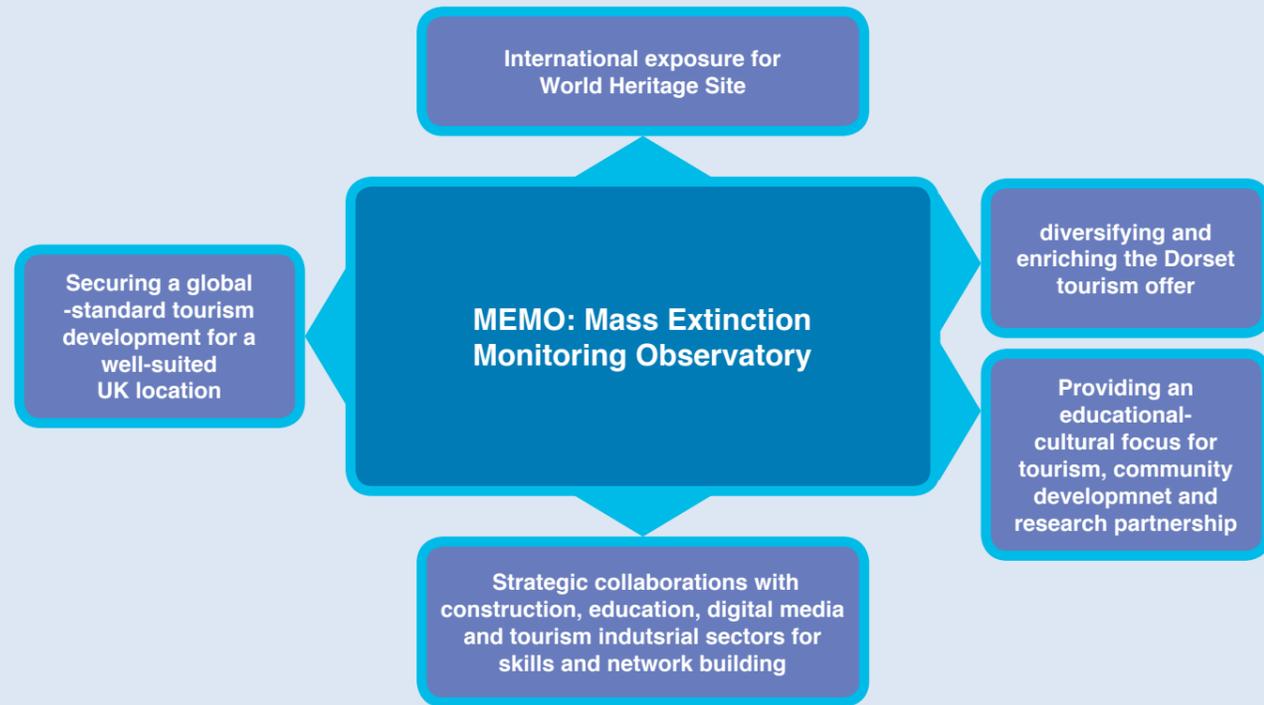
Development timeline	
Year	Event
2013-2014	Finalise finance including Heritage Lottery Funding application
2015-2016	Receive LGF and Heritage Lottery Funding Stage 1
	Traffic Impact Study
	Intensive Fundraising
	Planning Strategy
	Site Acquisition
2016	Design & Architecture (to RIBA stage3)
	Receive Heritage Lottery Funding Stage 2
2017	Detailed design & planning
	Construction begins
2019	Jurassica opens

SUMMARY OF OUTPUTS					
	2015/16	2016/17	2017/18	2018/19	2020/21
Direct Jobs	Total 200 – new FTE				
New business start ups	30	30	30	30	30
New homes (if relevant to the scheme)	0	0	0	0	0

Project logic model



Memo: Mass Extinction Monitoring Observatory



“The potential cultural, economic and educational benefits are huge.”
 Tom Grainger, Outgoing CEO, Weymouth and Portland Borough Council 2010

“ The Memo Project is beautiful, it is powerful and its message is simple. Its creation will provide a global icon to our need to respect and protect the natural world.”
 Tim Smit KBE, CEO and co-founder of the Eden Project and Principal Advisor to MEMO



The MEMO Project is a global initiative linking tourism and science in a creative mix. It will be housed in a landmark structure. It has the support of international conservation authorities. There are many sites around the world where it could be plausibly sited. Support from the Growth Fund would go a long way to ensure MEMO is sited on the Isle of Portland overlooking the Jurassic Coast World Heritage Site.

Investing in Growth:

The commitment to the Portland location coincides with a strategic intention within the LEP to foster growth across its region, and, in particular to develop an advanced and innovative tourism offer – building on and building up established strength and offsetting potential decline by refreshing and innovating the tourism offer in Dorset, for instance with investment to support signature developments attuned to changing tourism tastes and interests.

Portland development:

From the developer point of view Portland is the preferred location because the site has the power to concentrate and amplify the story relayed through Memo – to great international media, and on-site educational, advantage. The exposure for Dorset would build on attention accrued before, during and after the 2012 Olympics. This project speaks to the legacy agenda – outside London.

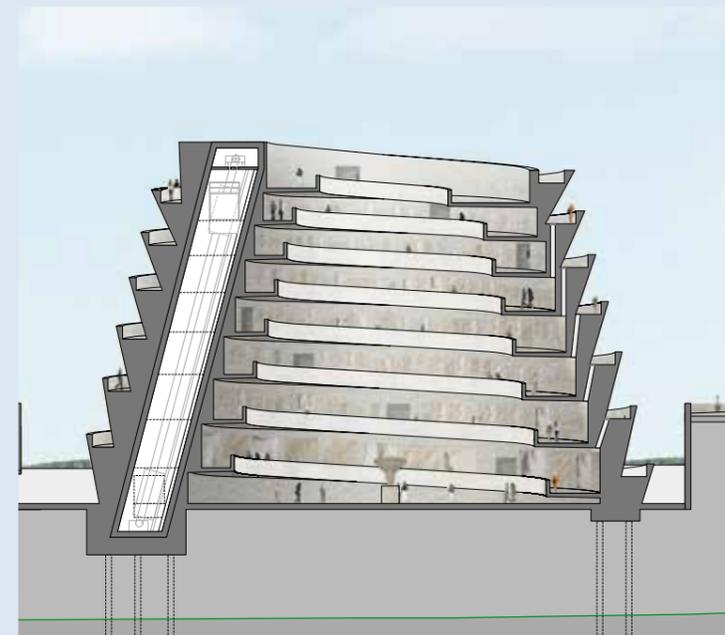
Following close consultation with the Portland Community Partnership one strategy will be to link MEMO to other local attractions in framing the island as a whole day out – a logic that extends across the region to other signature sites, encouraging longer UK stays.

Intervention and headline outcomes

Leverage and secure growth opportunity: Support from the Growth Fund (£5 million in 2016-18) would help to ensure that MEMO is built on the Isle of Portland. As a well-backed global tourism concept developing through an international network, Memo represents a considerable potential local asset. The LGF investment, a

relatively small proportion of the total scheme investment, would secure the project and secure Growth for the LEP and for the UK by offsetting the risk of Memo developing at alternative project location abroad.

The development as a whole is not really scalable to any significant degree. However the proportion of the capital cost requested from the Growth Fund no doubt is. Strong UK support is crucial to lever international philanthropic funds.



Memo: Mass Extinction Monitoring Observatory

SUMMARY OF INVESTMENTS

	2015/16	2016/17	2017/18	2018/19	2019/20	Is the funding secured / agreed?
Support Required from Local Growth Fund	2.5 million	2.5 million	0	0	0	N/A
Private Investment / Finance	12 million	12 million	0	0	0	

Contribution to strategy for growth

- The development will contribute to Dorset's competitiveness (globally) as a tourism destination. It's intervention in the skills and creative industries developments planned for the region is marked.
- In the construction phase, MEMO is an excellent training opportunity for a community with a very high incidence of NEETS among 16-24 year olds (incidence on Portland is more than 50% higher than the national average). Procurement policy will be heavily weighted in favour of tenders which include training.
- Weymouth College will be the principal partner on training across the board i.e. not only traditional construction industry apprenticeships but to include
- Recruitment policy will also facilitate the training of local people wherever possible.
- LEP links to other FE/HE developments are supporting dialogue regarding related research elements.
- We have had dialogue with charitable organisations operating locally about schemes of financial support linked to project volunteering.
- Project Trustees are recognised experts in a number of areas and would be able to offer high level networking to the potential benefit of the area.

The concept has been analysed and tested via a visitor modelling exercise and with input from staff at The Eden Project¹. The model describes a pay for entry visitor attraction with a top ticket price of £9. This is comparable to several local attractions. Visitor numbers are anticipated at 300K p.a, break-even is at 120K visitors. Gross economic impact is projected at £18 million p.a., equivalent to 346 fte jobs².

Milestones and evaluation

- **SITE:** the Crown Estate has granted an exclusive option on our ten-acre site in Bower's Quarry on the west cliffs of Portland with full access from the public highway at Wide Street. The option is tied to a 125-year lease.
- **PLANNING:** full planning permission was granted in Feb 2012 following the unanimous decision of the Weymouth and Portland Borough Council planning committee. No statutory bodies raised any objections and public submissions of support for the project outnumbered objections by a factor of 8:1.
- While planning permission will expire in Feb 2015, having discussed with the planners, if necessary a request to extend the permission will be submitted before the end of 2014. The planners do not anticipate any reverse of the original decision.
- **2014-15:** design (RIBA stage 3), planning permission, and site-tenure, are all in place already. Fundraising procurement, and further design and development (RIBA stage D) is expected to proceed throughout the coming financial year (2014-15) with construction beginning on site Spring 2015.
- **2015-17:** alongside construction on site on Portland, the necessary carvings will be created in sculptors' residencies in Zoos, Aquaria, and Botanical Gardens around the world. The projected direct audience for the global programme of residencies is c. 250 million worldwide, before associated media coverage (figures are projected by the World Association of Zoos and Aquaria [WAZA] based on the assumption that each carving remains on exhibition, together with material related to the project as a whole, at each host venue for one year before shipping to Portland).
- **2017-18:** opening. 300K visitors p.a. to the site on Portland with projected on-going gross economic impact est. £18 million p.a.

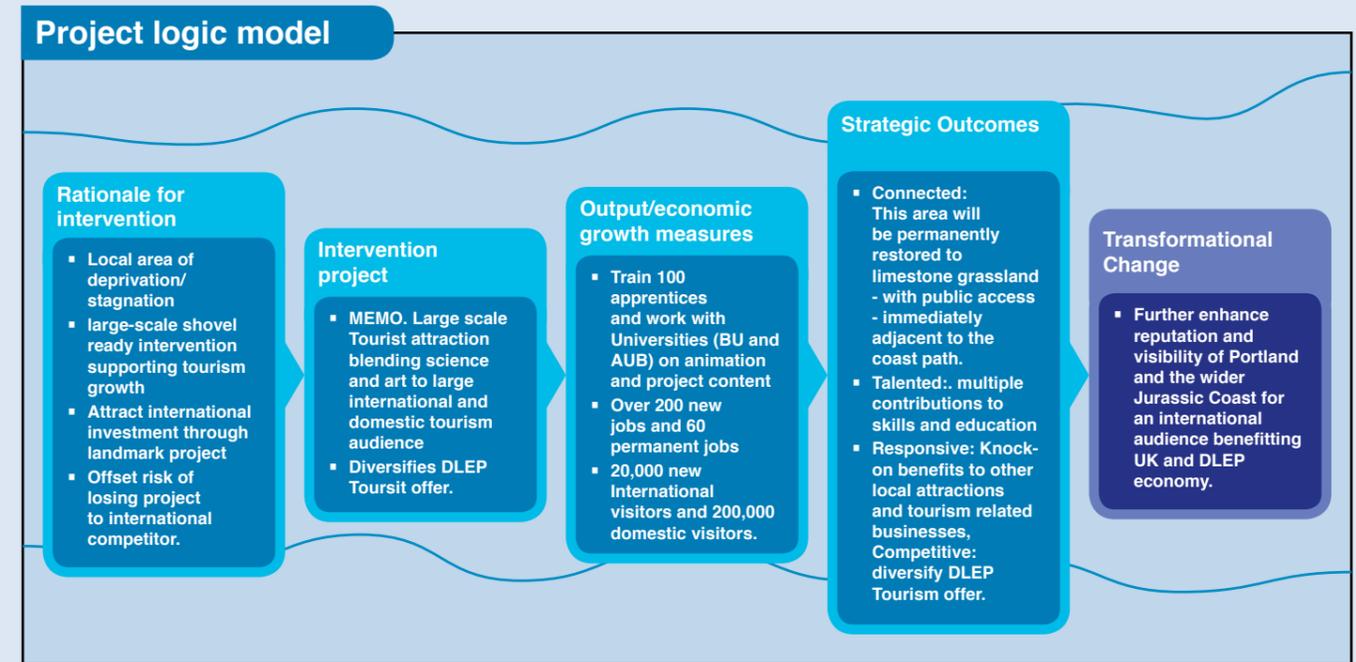
¹ Andrew Jasper, formerly head of data and research at the Eden Project for 10 years - now the Director of the National Tropical Botanical Garden in Hawaii. The model has been reviewed by Tim Smit (MEMO trustee).

² Two local visitor attractions receive more visitors (Monkey World and Kingston Lacy), while Portland Bill (free but with charge for car parking), two miles from the site receives 300K visitors.

Memo: Mass Extinction Monitoring Observatory

SUMMARY OF INVESTMENTS						
	2015/16	2016/17	2017/18	2018/19	2019/20	Is the funding secured / agreed?
Support Required from Local Growth Fund	2.5 million	2.5 million	0	0	0	N/A
Private Investment / Finance	12 million	12 million	0	0	0	

SUMMARY OF OUTPUTS					
	2015/16	2016/17	2017/18	2018/19	2020/21
Direct Jobs	260 (construction)	260 (construction)	59 ongoing		
• Voluntary	6	19	48 ongoing		
Unlocked land (Hectares) (as appropriate)	6	0	6 permanent restoration		
FDI (Foreign Direct investment attracted) £millions	12	0	0	0	0
Skills programme uptake (numbers of trainees/apprentices)	100	0	0	0	0
Revenues to be received by the project lead organisation £millions	0	0	4 ongoing	0	0
Visitor numbers	0	0	300,000 ongoing		
New international visitors to the LEP region	0	0	20,000 ongoing		
New international visitors to the LEP region	0	0	195,000 ongoing		



Holton Heath



Approach to growth

Holton Heath Trading Park is a 35 ha strategic employment site containing a range of successful advanced engineering, defence and chemical companies including Heatric, GSI Westwind, Norco, Mouldcam, Safi Ltd, Chemring and Brentag, many wishing to expand. There is little available land and a serious shortage of HV power supply. An additional 20 ha of additional land can be brought, but there is a major power supply constraint. Significant development will trigger the need for major highway improvements at Bakers Arms at the junction of the A35 and A351 1 mile

distant from the site. LGF will assist in effectively managing dependencies and uncertainties to speed up growth and leverage investment and key permissions.

Holton Heath represents one important local instance of barriers likely to prevent strategic growth, here in a priority industrial development. Investment is required to provide high voltage power supply whose absence is preventing the expansion of existing advanced engineering companies¹. Investment from LGF will directly safeguard 391 jobs at Heatric and is likely to secure planned growth by Heatric to 950 by 2022

A second pressing issue affects the potential of the site. Highway infrastructural constraints reduce the growth potential of the land. Existing and incoming companies frequently identify local road capacity as a constraint to business investment on the site. This is holding up

the release of additional land and inhibiting private investment and expansion.

There is a two phase solution planned:

PHASE 1

A year 1 £1.25 million grant is sought to overcome HV power supply constraints on the site. Resolution would result in the immediate release of an additional 5 hectares of land and safeguard jobs at Heatric a company manufacturing heat exchangers which urgently requires an upgrade to power supply on the site to safeguard their future and rapid expansion plans for the site and their business. Other advanced engineering companies on site GSI Westwind and Norco have reported power outages that are severely disrupting their businesses². The improved supply could facilitate the release of a subsequent 15ha of employment land in phase 2.

PHASE 2

Projected development in excess of 5ha will trigger the need for significant transport infrastructural improvements at Bakers Arms roundabout A35/A351 junction. Gap funding in relation to this infrastructure is proposed. LGF from the DLEP will release the potential for increasing the supply of land on an industrial estate focused on high growth advanced engineering companies.

Purbeck District Council has evidenced its commitment to this project through its published economic development strategy and its growth agenda documents.

LGF LEP investment at Holton Heath will encourage companies commitment to apprenticeship schemes, which are already of growing popularity, particularly in the Engineering and Environmental goods and services sectors. Through improved company communication it is proposed to promote employability initiatives to all companies at Holton Heath.

The power supply enhancements are not scalable, a new HV supply route is required and a smaller supply amount will not justify the level of expenditure on the cabling or the time required for the negotiation of easements and other preliminaries.

The project could be scalable in respect of highway infrastructure but this may threaten the lettability/saleability of new development given the consistently expressed demand from all businesses on the existing industrial estate, to resolve the existing accessibility of the A35 which is 1 mile distant from the site.



¹ Purbeck Corporate strategy <https://www.dorsetforyou.com/purbeckcorporatstrategy>
 Adopted Purbeck economic development strategy <http://www.dorsetforyou.com/media.jsp?mediaid=183054&filetype=pdf>
 Purbeck growth agenda <https://www.dorsetforyou.com/media.jsp?mediaid=191792&filetype=pdf>

NOTE: Parish Plan for Wareham St Martin (Dec 2013), which includes Holton Heath Trading Park and Romany Works, indicates that 42% of companies responding were likely to expand in the next five years

² The local electricity provider has confirmed that there is insufficient capacity from nearby Wareham and the temporary option to divert supply from Poole has been exhausted. Subject to funds, a practical, deliverable and cost efficient route for a High Voltage cable could be designed and planned from the North of the site.

Holton Heath

Outcomes: summary

Milestones: Management and Evaluation for Dorset Growth Hub interventions

Annual and quarterly reporting to local growth board on numbers of new jobs and apprenticeships created following the successful delivery of outline plan:

- Commencement of planning for new power supply: Mar 2014
- Commitment of PDC to contribute capital to design phase of power supply and to agree use of CPO powers if required – April/May 2014
- Commitment of Birchmere to match fund share of power supply – July 2014
- Design stage completion (HV supply) Jul 2014
- Data capture Bakers Arms baseline survey July 2014
- Negotiation of easements (HV supply) Aug/Dec 2014
- Procurement of cabling and equipment for supply Jan 2015 (subject to LEP funding commitment)
- Commencement of 15KV supply contract Jan 2016
- Completion of cabling contract Jul 2016 Planning application for new build employment units May 2016
- New HV supply to Heatric for Holton Heath expansion 2016

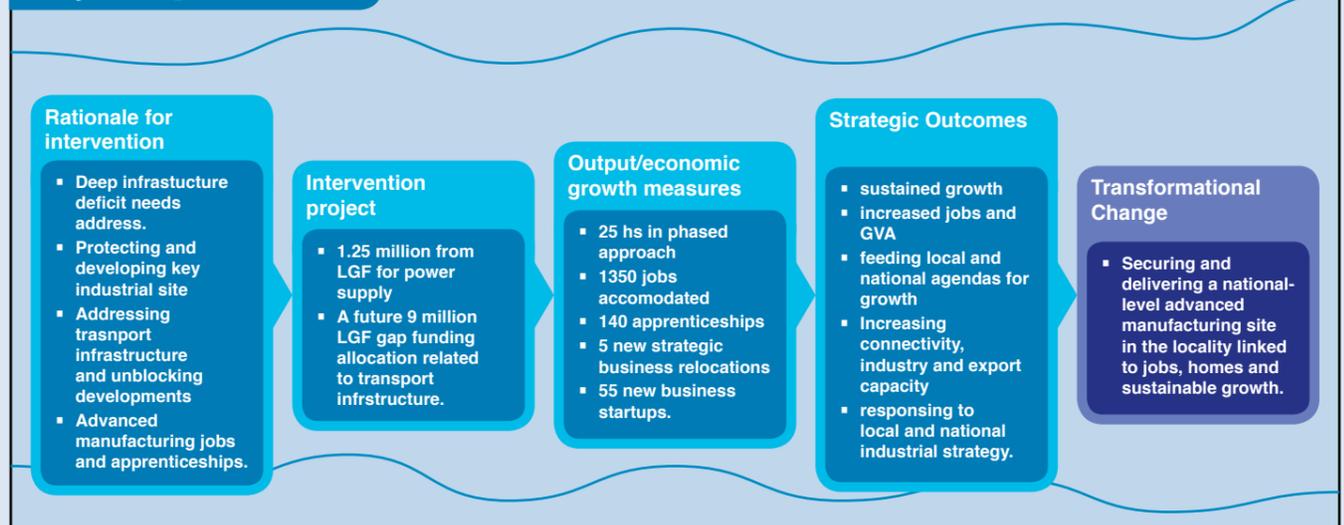
SUMMARY OF INVESTMENTS							
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Is the funding secured / agreed?
Support Required from Local Growth Fund	£0.5m	£0.75m	0	0	0	0	N/A
Pre-committed Local Growth Fund (transport only)	0	0	0	0	£9m	0	yet to be agreed
Local Authority	£0.25	0	0	0	£4m	0	project concept agreed, highway infrastructure to be funded largely by CIL
Private Investment	£0.25m	£2.25m	0	0	£2m	0	to be confirmed

SUMMARY OF OUTPUTS						
	2015/16	2016/17	2017/18	2018/19	2020/21	2021/22
Unlocked land (Hectares) (as appropriate)	0	5ha	0	0	20ha	0
If project unlocks development land identify number of jobs accommodated	0	0	150	300	400	500
Skills programme uptake (numbers of trainees/apprentices)	0	0	15	30	40	55
New businesses (relocations in the LEP region)	0	0	1	2	1	1
New business start ups	0	0	5	10	15	25

Heatric growth and investment plans show a recruitment plan increase from 2013 headcount of 391 staff to 716 staff in 2017, and potentially up to c.950 staff in 2022. For economic and operational reasons it is preferred to stay on Holton Heath - constructing office and factory facilities on currently owned land when funds and growth can justify such investment. In order to safeguard future jobs and manage the growth plan, electrical power is strategically critical and, if not forthcoming, will force Heatric to consider alternative site options. Heatric is a division of Meggitt PLC, a FSTE 100 business, and can access/invest in other regions. An investment to provide 10,000Kva supply to Holton Heath and so 2,000Kva to Heatric site by July 2016 will remove risk and enable business expansion on the current Holton Heath site, safeguarding future employment growth plans”

Mike Yorke, Strategic Projects Manager, Heatric, Division of Meggitt (UK) Ltd

Project logic model

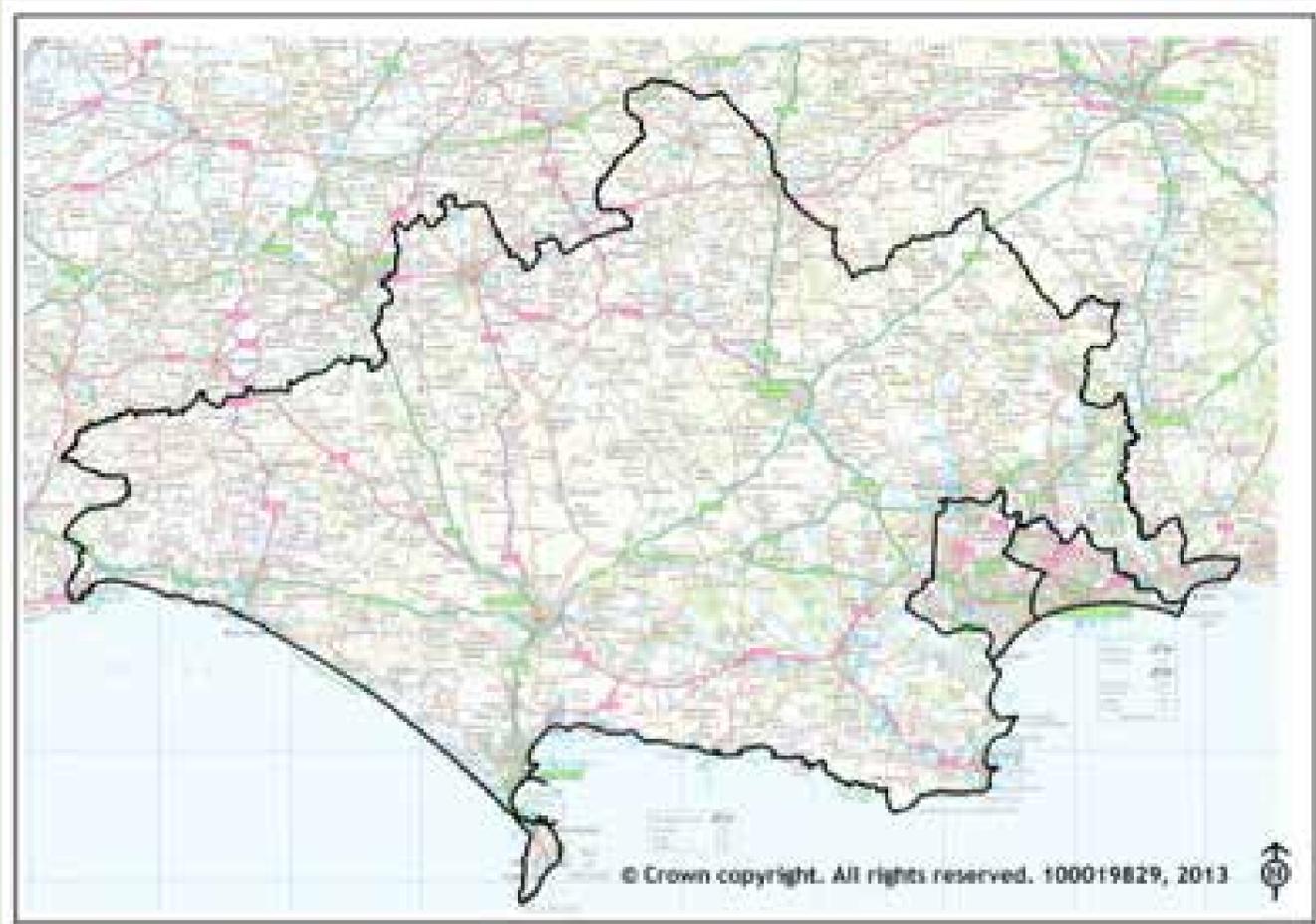


Transport

Connected Dorset: Supporting Growth

Connected Dorset stands as a core strategic theme for the LEP region.

Dorset needs high quality, efficient infrastructure if it is to deliver to its economic potential and meet sustainable development objectives. We expect that Transport in particular shall form a core element of the Growth Deal in accord with the high level of transport resource being allocated nationally to the Local Growth Fund. Ensuring that Dorset is well connected in the UK and its business markets is a key priority for the LEP. The objective of the Connected Dorset theme is to *“improve electronic and physical connectivity throughout Dorset, through high speed broadband.”*



“The Swindon and Wiltshire Local Enterprise Partnership fully support Dorset’s Strategic Economic Plan as it seeks to strengthen the road and rail links between our economies by reducing journey times and relieving congestion.”

Nicky Alberry, Vice Chair, Swindon and Wiltshire LEP.

Strategic Background: Transport

Transport policy and potential emerge from geography. Dorset is situated on the South Coast between Devon to the west and Hampshire to the east. To the north the county is bordered by Wiltshire and Somerset. The Dorset LEP area covers and connects Bournemouth, Poole and Christchurch. This is second largest centre of population in the South West and the largest metropolitan area without a city in the UK. The LEP region extends across further concentrations of population in the Dorchester- Weymouth & Portland corridor as well as a number of key market towns, namely Lyme Regis, Gillingham, Wareham, Sherborne, Sturminster Newton, Bridport, Blandford, Wimborne and Verwood. The remainder of Dorset is mainly rural.

In 2011, the population of the Dorset LEP area was estimated to be 745,300. The population has grown by around 6% in the last five years, representing an additional 43,200 people (national average 5%). With this comes an existing daily congestion pressure.

By 2020 the Dorset population is expected to increase to 798,500 a further 6% increase. The South East Dorset conurbation, consisting of the three coastal towns of Bournemouth, Poole and Christchurch and the rural hinterland of East Dorset has a current population of 466,700 itself set to rise to 507,300 by 2020 (8.7%), an additional 40,600 people. By 2020 Bournemouth and Poole is expected to have accommodated the majority of expected population growth for Dorset.

Dorset attracts 15.5 million visitors due to its world class coastal offer.



Transport

Growth in Dwellings and Employment 2011-2020

Area	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Bournemouth	183.5	186.1	188.4	190.5	192.3	193.9	195.5	197	198.5	199.8
Poole	148.1	149.6	151.2	152.7	154.3	155.8	157.3	158.8	160.2	161.6
Christchurch	47.9	48.4	48.9	49.4	49.9	50.5	51	51.6	52.1	52.7
East Dorset	87.3	87.8	88.4	89	89.6	90.3	91	91.6	92.4	93.1
North Dorset	69	69.1	69.3	69.6	69.9	70.2	70.6	70.9	71.3	71.6
Purbeck	45.2	45.4	45.6	45.9	46.2	46.4	46.7	47	47.3	47.6
West Dorset	99.3	99.8	100.4	101.1	101.8	102.4	103.2	103.9	104.7	105.5
Weymouth & Portland	65.1	65.2	65.4	65.5	65.7	65.8	66	66.1	66.3	66.4
Dorset LA	413.8	415.8	418.1	420.5	423.1	425.7	428.4	431.1	434	437
Dorset LEP Area	745.3	751.5	757.6	763.7	769.6	775.4	781.2	786.9	792.7	798.5
England	53,107.2	53,585.5	54,068.4	54,548.6	55,022.7	55,486.6	55,938.2	56,383.1	56,822.7	57,257.9

Figures in thousands, ONS interim population projections

Dorset DLEP Area



Transport elements of the SEP

Improving our Infrastructure

Transport planning has been central in the conception, development and finalisation of the LEP Strategic Economic Plan. Working across functions we have set out a realistic vision for Transport growth tied to shared ambitions; for competitiveness, employment, skills development and retention, housing, carbon reduction, tourism and liveability. Our approach reflects a considered set of priorities enabling the region to propose its phased and fully prioritised transport infrastructure improvement strategy. This underpins a large part of the LEP ambition for growth. The key aims are to:

- Strengthen economic growth by continually improving connectivity through investment in transport infrastructure and services and new generations of digital infrastructure.

- More than provide a business environment which accommodates up to 40,000 additional jobs by 2021, with annual employment and GVA growth consistently above the UK average.
- Maximise the contribution of talented people and businesses in the conurbation and rural Dorset, linking our education and training systems to the needs and opportunities of a growing economy.
- Ensure that a sustainable housing market meets the needs of residents and contributes to and does not impede economic growth.
- Support domestic and international tourist visits and connections in the region and into and across the UK

The strategy looks to growth. But it is also responsive to the evident desire, coming from businesses and local communities, to rapidly enhance the area's infrastructure. The need to address increasing traffic congestion in the urban areas is especially pressing.

The Transport strategy is fundamental to realising broader ambitions for economic growth. Transport investment is already at the core of the investment opportunities being realised across the conurbation which are projected to underpin the developing economy and create new jobs. It will continue to be so.

Growth initiatives, planned and underway include

- New terminal and airfield facilities at Bournemouth Airport,
- The regeneration of Poole Town Centre, and including the recent construction of the Twin Sails Bridge in Poole, which has opened-up the former power station site for town centre regeneration.
- Realisation of the Bournemouth Town Centre Master Vision (through a Local Asset Backed Vehicle)
- Completion of the Boscombe regeneration initiative will also provide significant economic benefits and address areas of deprivation.

- Capitalising further on Weymouth's hosting the 2012 Olympic Sailing event. This has helped put Weymouth and Portland on the map with recent investment in the form of Weymouth Relief Road as well as further urban and access schemes.
- Key local transport plans and sustainable transport solutions to assist rural business.

Transport

Rail Overview

Rail Services in Dorset play an important role in the region's economy. It complements the road network moving large numbers of people and bulk freight within the LEP area and over longer distances.

The rail network supports business both directly and indirectly providing access to employment, education and training. Longer distance services connect business with London and other important centres, ports and airports. Rail services bring visitors to Dorset and help residents access leisure and shopping, securing jobs in retail and leisure industries.

Combined with long distance coaches, local buses, cycling and walking, rail provides an alternative to people who do not own a car, are too young to drive or can no longer drive. This passenger transport network complements the road network, providing additional capacity in a safe and sustainable way that reduces

carbon emissions. The passenger transport network relieves pressure on the road network. Maintaining and improving the passenger transport network will improve business performance and release capacity within the road network for other business uses.

Travelling by train provides the opportunity to work or organise domestic activities, making time on the train productive and economically active. Public Wifi is becoming widespread and we believe that free wifi should be deployed on all trains operating in the region as soon as possible. Mobile infrastructure is a key extension to connectivity ambitions.

Network Rail's Long Term Planning Process Group have identified that in the UK, there is passenger resistance to trips with a journey time in excess of 100 minutes. Network Rail are currently developing their plans for next 30 years, this long 'look ahead' is necessary because of the length of time it takes to develop and implement the larger infrastructure schemes. Many of the longer

distance trips from the Dorset region currently exceed the 100 minute threshold. We believe this is a barrier to business and we fully endorse the Rail Industry aspiration to reduce end to end journey times by a combination of speeding up services and reducing the time spent waiting for trains.

Poor Strategic Connectivity

There are no motorways in Dorset. Access from the motorway network is either via the A31 on to the M27 / M3 to the east of the county, or via the A35/ A37 / A350 / A358 / A303 on to the M4 / M5 far to the west of the county, or M4 to the north. Although there are sections of dual carriageway, many stretches of road across Dorset are single carriageway and often winding, hilly, narrow and tortuous routes especially for HGVs and larger vehicles.

The SE conurbation is the economic powerhouse for Dorset but our potential for growth across the whole of Dorset is limited by our poor transport links to the north and west. There are numerous bottlenecks across the County that encounter heavy congestion during daily and seasonal peaks.

The conurbation also suffers internally due to an incomplete cross-conurbation network and daily overloading at key junctions hampering further opportunities for growth.

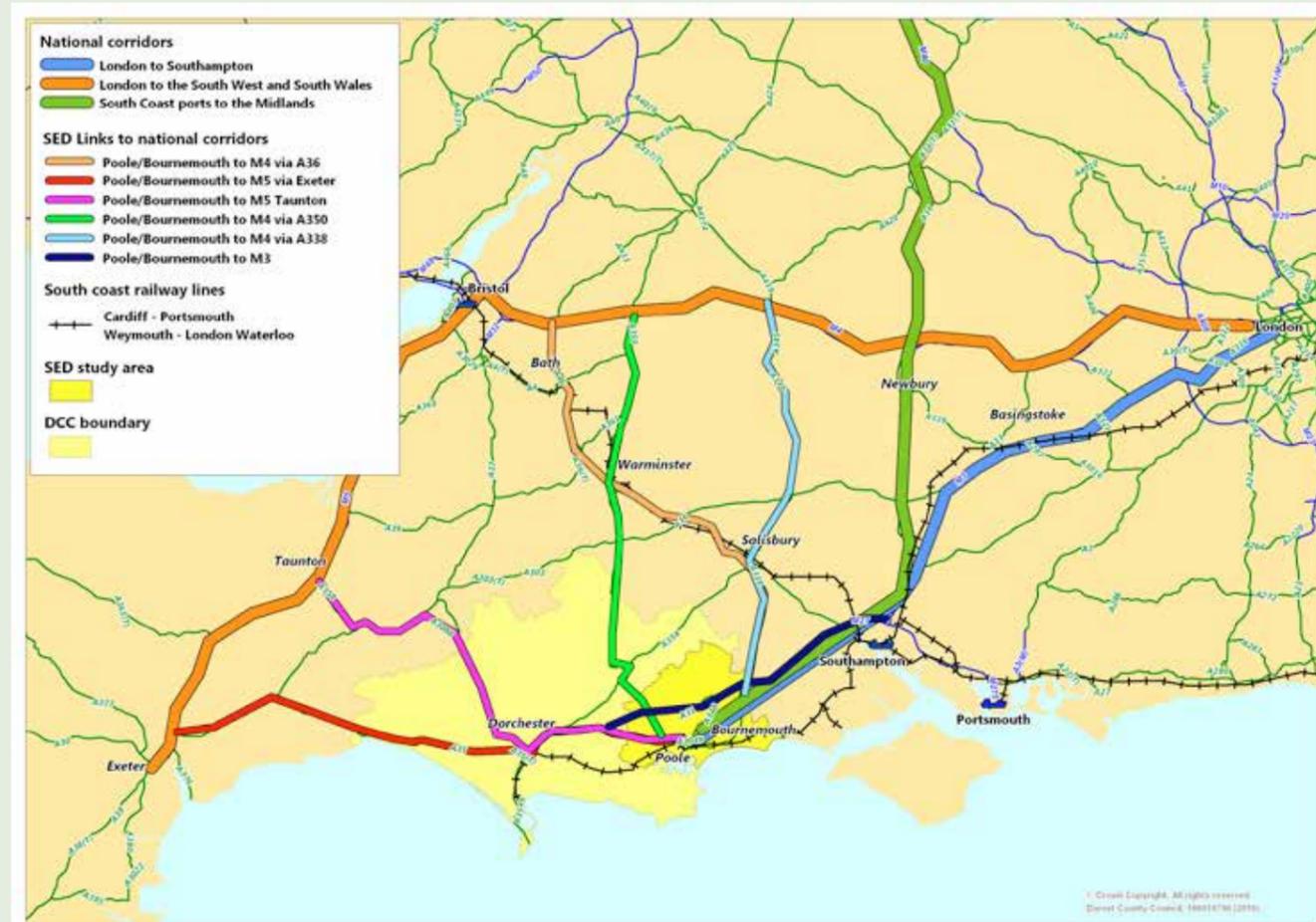
The Strategic routes passing through Dorset include:

- A31 Bere-Regis-Wimborne-Ferndown into Hampshire joining M27
- A35 Poole - Dorchester – Lyme Regis into Devon
- A354 Weymouth-Dorchester-Blandford Forum into Wiltshire
- A37 Dorchester to Somerset via Yeovil with access to the M5 at Taunton
- A350 Poole- Blandford Forum running northwards into Somerset

Growth is already creating a number of transport issues. Unless mitigated they will hinder our future economic potential. We estimate through in depth assessment that for the conurbation alone the annual cost of delay is £300m each year and it is clear from our consultation that local business finds it costly, providing strong pressure for improvement. As a diverse region of combined rural isolation with urban congestion, investment in the transport network is critical to our future success.

Our local and prospective businesses are particularly concerned about sub-standard transport connections towards Bristol¹ and the Midlands/ North and towards London (Joint Bournemouth, Poole and Dorset LTP3). This continues to be a major barrier to attracting and retaining business in Dorset especially for the West and North of the County.

Connectivity to National Corridors and Gateways



Key junctions are at capacity

Bournemouth: Blackwater, Parley Cross, Kings Park slip road, Bear Cross, Cemetery Junction, Ensbury Park Gyratory, Redhill Roundabout, Iford Roundabout, Wallisdown Roundabout, Winton Banks, Cooper Dean Roundabout, Castle Lane East/Riverside, Boundary Roundabout.

Poole: County Gates, University Roundabout, Mountbatten Roundabout, The Shah, Pottery Junction, Tower Park Roundabout, Bournemouth Road/St Osmunds, Queen Anne Drive/Gravel Hill, Darby's Corner, Dunyeats Roundabout.

Christchurch/ Rural Dorset: Fountains Roundabout, Stony Lane Roundabout, Bargates/Stour Road, Barrack Road/Jumpers Road, Parley Cross, Longham mini Roundabouts, Pennys Hill, Canford Bottom, Bakers Arms Roundabout, Stinsford Roundabout, Monkeys Jump Roundabout, Stadium Roundabout and Dancing Hill.

¹ Bristol is a key economic partner destination for the sub-region of Dorset and its supply chains. With Bristol's knowledge economy based on aerospace, defence, engineering, electronics and environmental industries and with an economic performance that continues to be above the national average it is vital that transport and connectivity between Bristol and the sub-region of Dorset is improved and partnerships with adjoining LEP's strengthened to maximise the economic potential of the area.

Transport

Bournemouth International Airport is located in SE Dorset. A new flight terminal has been built in recent years with significant investment made in this and adjacent infrastructure. The DLEP area also benefits from three seaports in Poole, Weymouth and Portland.

- Poole has passenger services to Cherbourg and St Malo and commercial services to Cherbourg, St Malo, the Channel Isles and Santander. The Port is located on a peninsula close to the centre of Poole Town itself. Main access is via the Twin Sails Bridge (Opened in 2011) and Poole Bridge (built in 1927). Although recent investment in the second bridge has helped in terms of reliable access further plans to improve the accessibility is a key part of Poole's Town Centre Regeneration.
- Portland acts primarily as a marine service facility and it also has facilities for visiting cruise ships. Further development of the limited cargo handling facilities is hampered by the poor road infrastructure, particularly linking Portland with the Weymouth Relief Road and in the vicinity of the A35 / A37 to Yeovil.
- Weymouth offers local fishing and leisure facilities and provides the mainland terminal for the Condor Channel Island car ferry service.

The airport and our seaports are identified as locations with considerable economic potential.

For the rural parts of Dorset, the transport issues are typical of many rural areas. The small market towns appear prosperous with high car ownership levels, although this can hide pockets of deprivation. The challenges of accessibility to employment and education, especially for younger people and those without access to a car, need to be addressed. The peripheral nature of Dorset for many of its smaller towns and villages is exacerbated by the larger towns over the Somerset, Wiltshire and Hampshire borders attracting employment and housing investment out of the area.

The existing transport network creates issues for employment and housing sites with many showing access problems or poor connectivity to their respective residential areas and employment markets.

The car is the dominant mode of travel in Dorset. Car ownership is lowest in the urbanised areas of Dorset. In the more rural areas of Dorset, car ownership is more widespread, with 90% of East Dorset's households having access to a car, and 50% owning two or more vehicles (2011 Census). As a result, the strategic network is under considerable pressure and low traffic speeds occur on main approaches to the South East Dorset conurbation, particularly on the main radial corridors.

The A31 / A35 is a critical access trunk road route to the

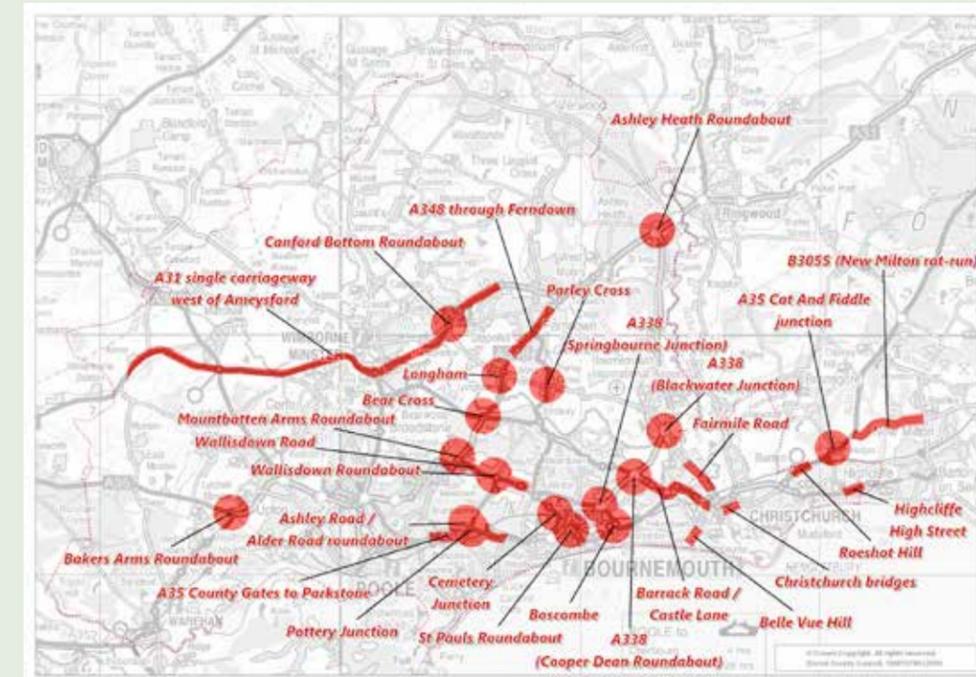
wider regional and national network but suffers severe capacity issues and is single carriageway for much of its length. The A350 north-south primary route corridor is largely unsuitable for the volume and type of traffic it carries.

The strategic transport authorities have sought to mitigate against the forecast pressure of congestion by promoting more sustainable modes via our joint LTP3 and through strong working with our private sector partners. As a result and unlike other areas outside London we have achieved considerable success showing strong bus passenger growth in our urban areas e.g. Bournemouth/Poole area showed a sustained 81% increase between 2004 and 2013. The DLEP wants to build upon this success through further LSTF based investment.

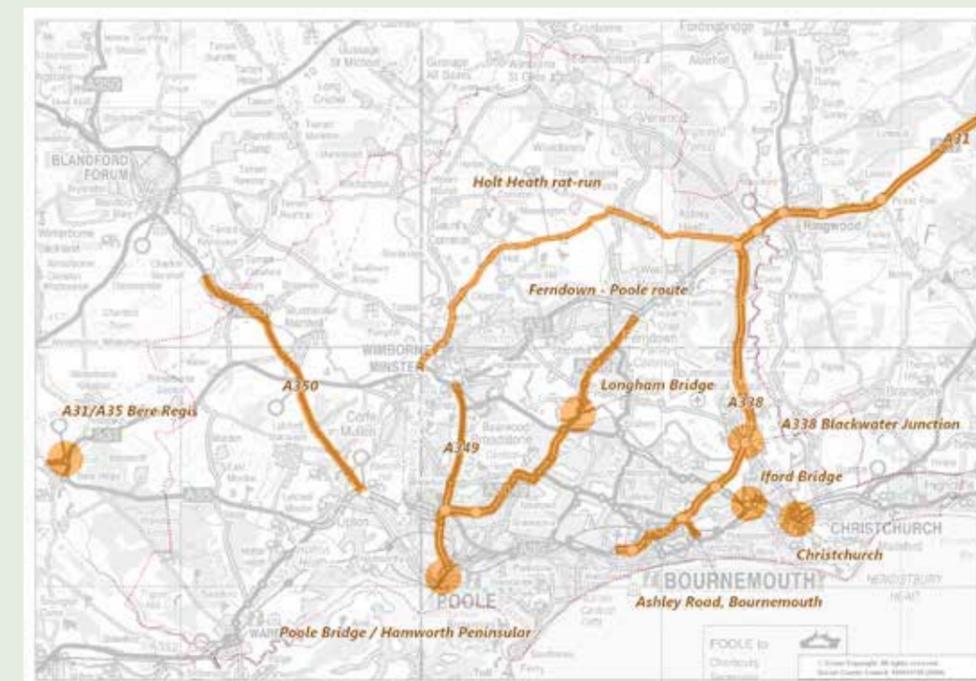
There are a number of bottlenecks across the county that hold up traffic and cause congestion during daily and seasonal peaks. Investment is needed to manage the current network so that we can improve both reliability of journey times and the quality of crucial transport links to support local economic growth while providing priority to sustainable modes.

Working together the Strategic Authorities have been busy implementing many improvements to the bus and rail services in Dorset as a result of circa £20m awarded across Dorset via the Local Sustainable Transport (LSTF) and Better Bus Area Funds (BBAF). These projects are being delivered to time and budget through close partnership work. Further LSTF funding bids were submitted at the end of March 2014 for 2015/16 spend if accepted.

Congestion Hotspots in South East Dorset

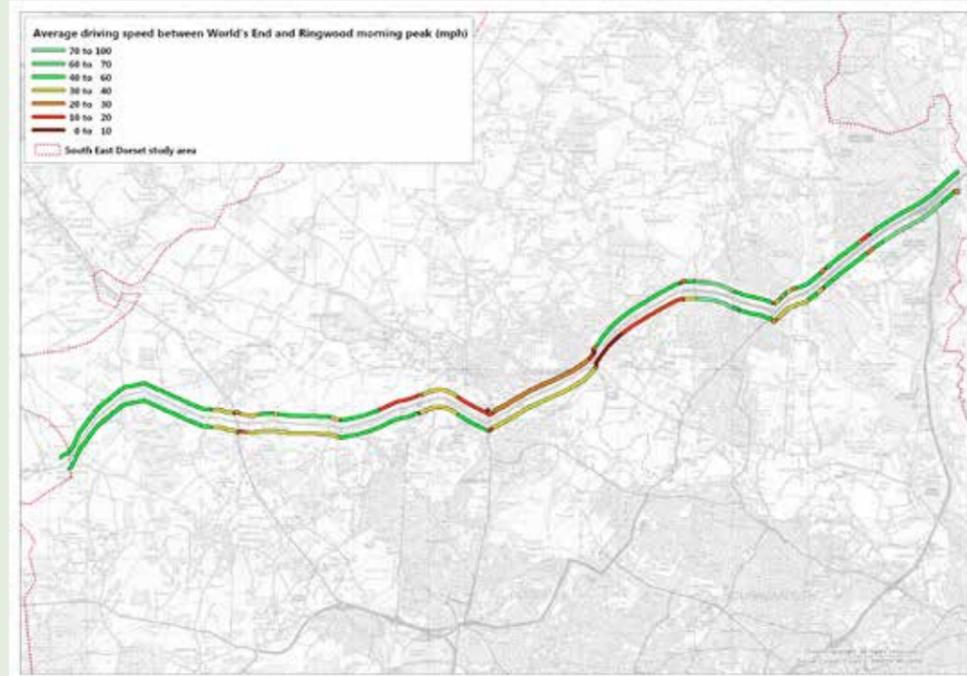


Freight Hotspots in South East Dorset

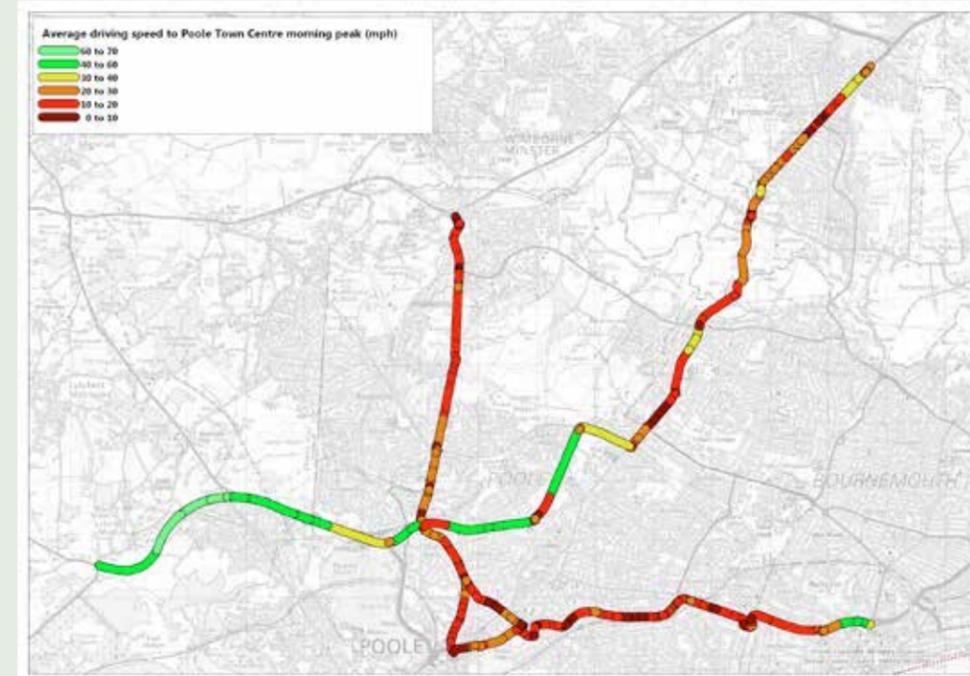


Transport

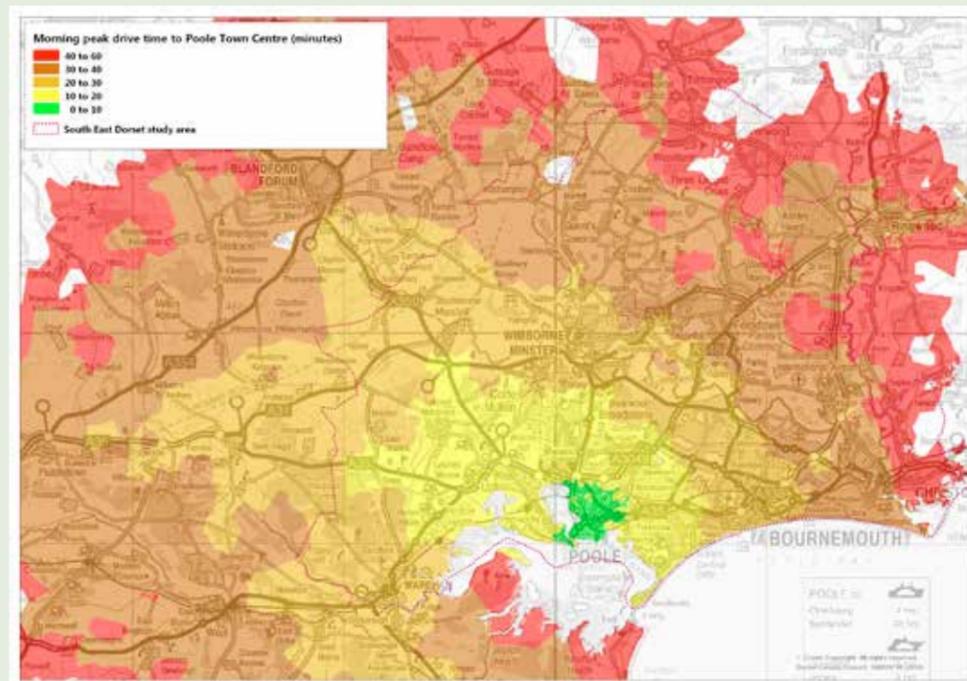
AM Peak Average Speed A31T north of SE Dorset



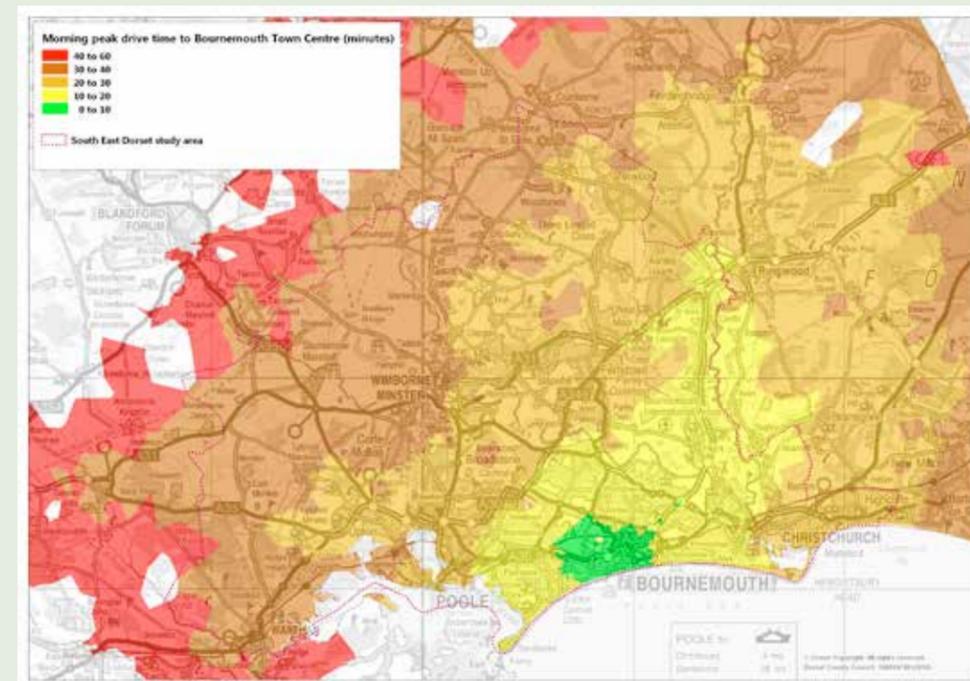
AM average Speed to Poole Town Centre



Morning Peak Drive Time to Poole

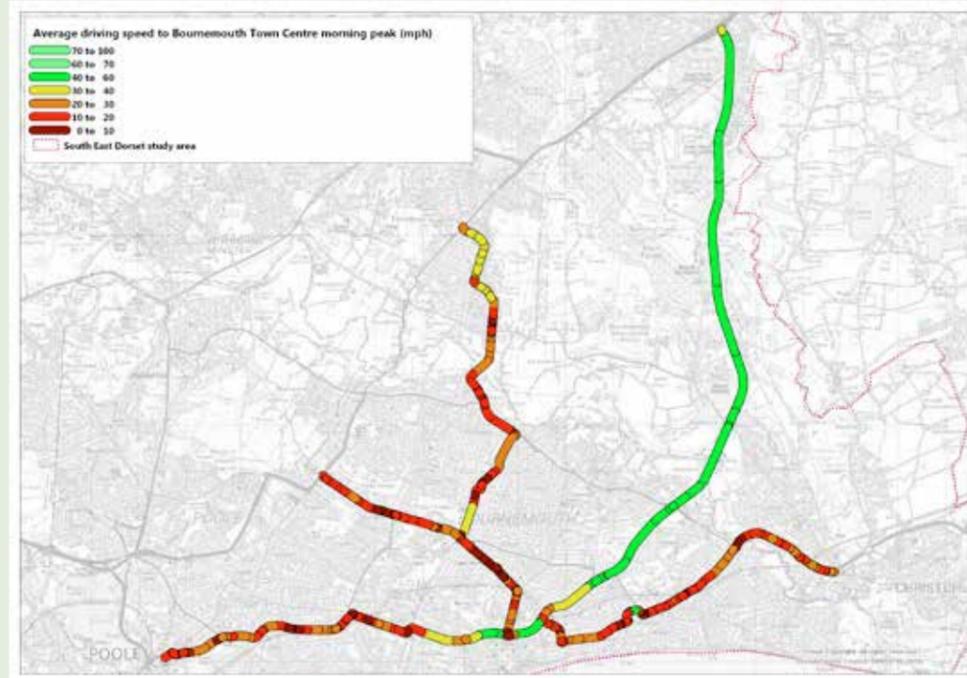


AM Peak Drive Time to Bournemouth

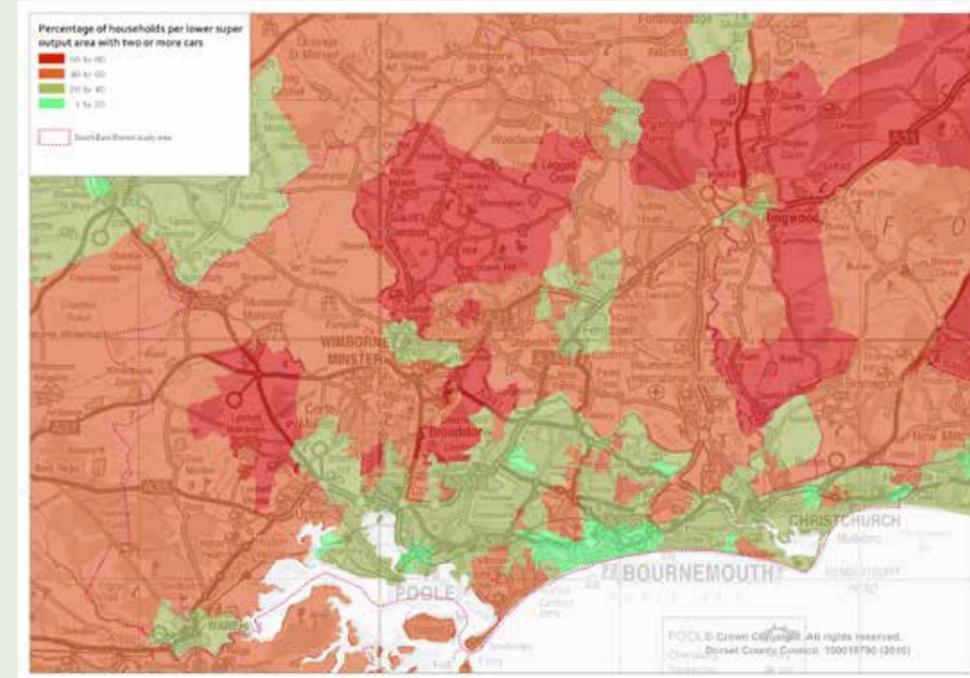


Transport

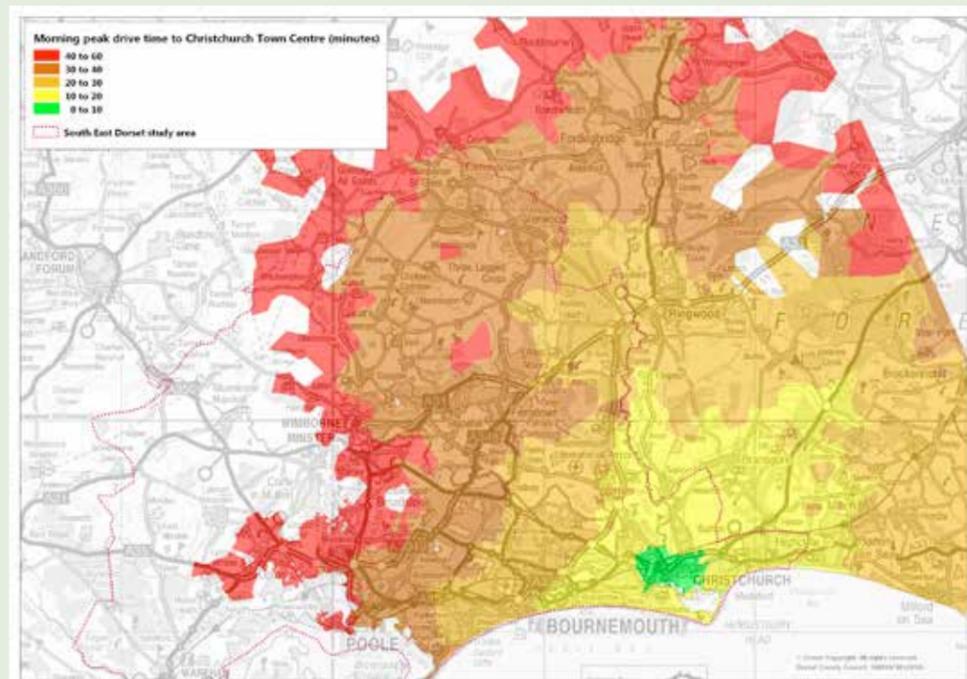
AM Average Speed to Bournemouth Town Centre



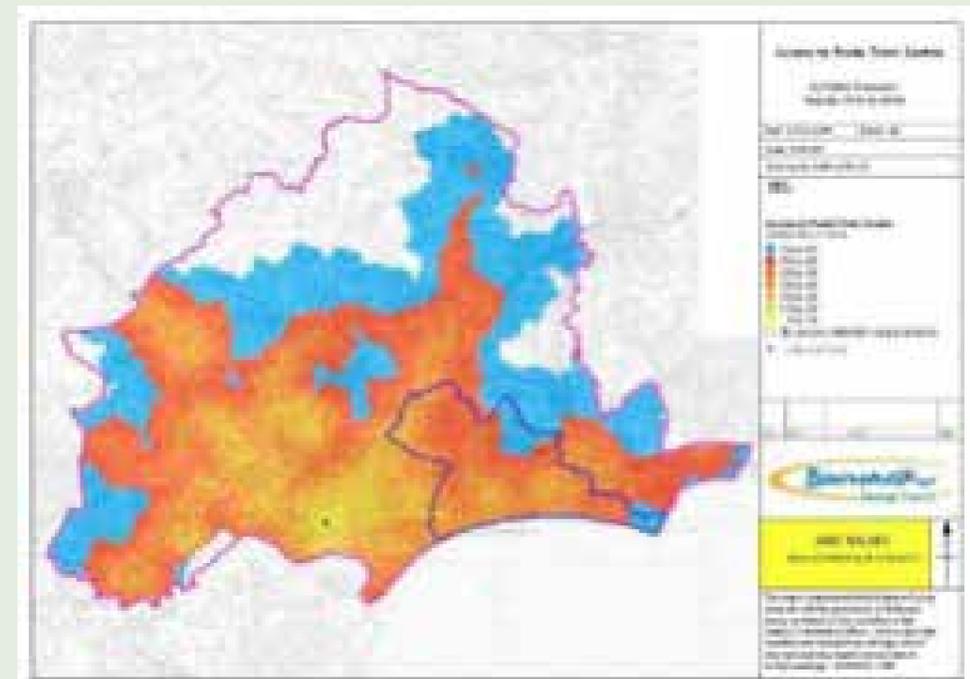
Car Ownership in South East Dorset (Two or More Cars)



Morning Peak Drive Time to Christchurch

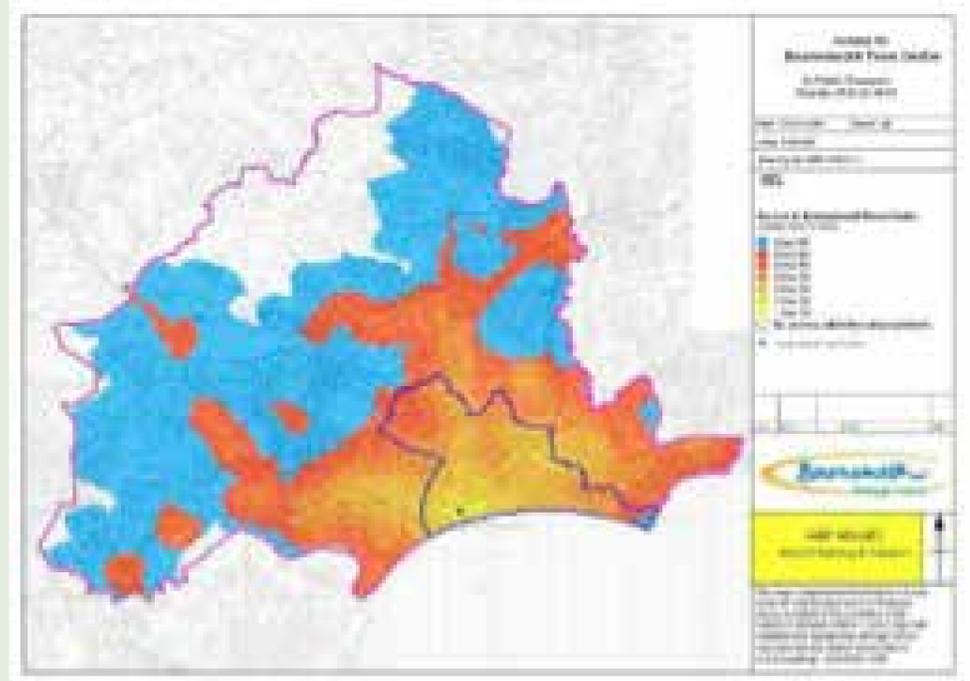


Access to Poole Town Centre by Public Transport



Transport

Access to Bournemouth Town Centre by Public Transport



Our Strong Evidence Base

We are acutely aware of the negative impact that delay can have on local economic performance and in partnership have fully assessed our position to help us now define a better way forward.

We draw on a strong evidence base and have sought out the views of local people and business. We have gained strong consensus amongst key stakeholders (public and private sector) as well as the general public. This is a responsive transport strategy building on 5 years work. It will provide the early foundations for anticipated growth.

The Joint Dorset Local Transport Plan and the Local Transport Body covers the LEP area of Dorset, Bournemouth and Poole and demonstrates how the three highway authorities have worked in joint partnership. It also draws on other key studies undertaken outside the conurbation in order to provide guidance on the best strategic fit for improvement given anticipated growth in the future. A number of simulation models have been used in developing our plans across the whole of our DLEP area.

Consultation, Community & Research

Atkins were appointed in June 2008 to undertake the South East Dorset Multi-Modal Transport Study (SEDMMTS) which was designed to identify the initiatives and interventions that would ensure the area has an

excellent transport system in the future, and provide the evidence base to help secure the funding required.

The transport strategy developed within the SEDMMTS is the combination of a wide range of potential measures derived from a variety of sources. In preparing the strategy, the study has followed a step-by-step process in order to ensure that the strategy reflects the real issues across the South East Dorset area and examines the full range of potential measures before identifying and assessing an effective outcome.

The study was undertaken through active participation by the client partnership which included the breadth of organisations with a responsibility for, or an interest in, the operation of the transport network in the South East Dorset study area. The formal partnership was made up of the Strategic Transport Authorities (Borough of Poole, Bournemouth Borough Council and Dorset County Council), Highways Agency, regional bodies (Government Office for the South West, South West Regional Development Agency and South West Councils) and the Department for Transport. £2.3m was spent in defining the transport strategy for SE Dorset.

The study worked closely and provided key input into the Joint Local Transport Plan (LTP3) that now covers the whole of Dorset for 2011-2026. The strategy developed by the SEDMMTS forms the long term strategy for the LTP while the short term implementation plans for the two programmes were dove-tailed. Although the study area for

the strategy development has concentrated on South East Dorset, many of the issues and the resulting measures are also relevant to the wider Dorset area and have been included for within the LTP.

There were seven stages used to develop the Transport Strategy in a systematic and objective way with measures designed to resolve specific problems and issues identified for the area as a whole. Our understanding of our position is strong and is reflected in the evidence through a clear baseline report to document the principal characteristics of the transport network and its operation in the study area and through development of a comprehensive strategic transport model. Micro simulation models have also been developed when there is a need.

South East Dorset Multi-Modal Transport Study – Final Report (including all appendices):

www.dorsetforyou.com/media.jsp?mediaid=175733&filetype=pdf

For a more detailed selection of evidence and planning documentation please see Appendix 2.

Transport: addressing barriers to growth – housing, commercial and economic development

With the contribution of LGF investment there are three transport-related ways Dorset partners will more quickly and more comprehensively create conditions for resilient growth:

Transport Connectivity is particularly important to Dorset and while there have been some improvements over the past ten years, connectivity to Somerset and Bristol is limited and other routes into and out of the County are poor at key points. Within the County, transport constraints are now inhibiting growth in both commercial development and housing at major sites and locations. Addressing these issues through a 5 year allocation of transport funds would allow local partners to plan major programmes linked to unlocking potential for economic growth.

Unlocking Potential There are a number of opportunities to unlock the potential of key employment and mixed use developments sites, some of which are of regional significance. These include Bournemouth Airport, the Port of Poole and Portland Port, building on significant investment which has already taken place, and other significant opportunities at Gillingham, Holton Heath and Dorset Green. Given the limited employment land available, and the forecast growth in employment (40,000 plus in ten years), unlocking these sites is a priority.

Housing Dorset partners, led by the Local Authorities, are committed to increasing the scale of new house building and ensuring that new development includes affordable housing. Limited new supply and increasing house prices are making it difficult for residents and incomers on limited or even average incomes to access their housing of choice.

The barriers include:

- Transport, pinchpoint and access barriers to key housing and employment locations, with road constraints acting as a barrier to a number of key locations such as Gillingham and Dorset Green, locations with considerable housing and commercial development potential.
- Many bottlenecks are too costly to be undertaken by the private sector and too small to become a strategic transport priority.
- The constrained commercial and development footprint of Bournemouth International Airport, the scale of transport infrastructure investment needed reflects the scale of the future growth benefits including employment and national and local tax income.
- Restricted availability of Government investment to complement local and private sector investment, where employers such as Manchester Airport Group and Poole Borough Council have borrowed to support investments of millions of pounds, but not fully benefited from potential public sector investment to take advantage of large scale, and regionally significant opportunities.

Transport

Our Transport Ask

The Dorset SEP builds on and integrates earlier work undertaken by the Dorset LTB to prioritise schemes that seek to unlock employment and housing growth. The focus of the SEP is firmly on access to our key employment sites. Looking beyond these immediate access issues, the SEP highlights the importance of strategic connections northwards to the M4 and M5 and the inadequacy of the existing network in this respect. A full digest of the strategic investment plan is outlined in Appendix 1.

The SEP Transport Strategy focuses on the schemes that are realistic and deliverable within the timescale. Each projected initiative is directly linked to the wider aims of the plan and to specific other development plans (e.g. in housing, airport development or mixed use plans unlocking key sites). Our aim has been to prioritise while demonstrating greatest value for money in the various interventions. The strategy also validates how the money spent on improving the transport infrastructure will help boost the Dorset economy.

We have worked very closely with our neighbouring LEP's, Network Rail, the Highways Agency and our many key private sector operators, many of whom have attended the DLEP Connected Dorset Theme Group meetings and play an active role in defining this agreed way forward. Such alignment has been powerful in moving our strategic vision into realisation and integrated planning. It has been and is well-established over a number of years and in the transition from MAA to LEP. We seek to continue the strong dialogue into the future.

Improving Our Strategic Connections

An Improved Trunk Road East / West route

A31/A35(T) corridor

Highway improvements to the A31 / A35(T) are crucial to ensuring that our infrastructure has the capacity and reliability to help facilitate economic growth in Dorset, but we also need to focus on improving connectivity by improving journey times on our north-south links to ensure the future economic prosperity of the whole county. The main objective of the SEP Transport Strategy is to improve reliability using small-scale, phased approaches rather than increasing capacity by widespread road-building. Our aim is to improve journey reliability for all transport users travelling in, across and beyond Dorset.

Trunk road Route management improvements to the A31(T) / A35(T) east-west strategic route are necessary to ensure its continued operation and reduce the impact of unplanned delays on the wider network that already hinders the area's economic potential.

This route is under the control of the Highways Agency as part of the Trunk Road Network. The Highways Agency is currently developing a set of Route Based Strategies (RBS) for Dorset that will identify and prioritise strategic network needs. **Through the very good working relationships we have built with Highways Agency colleagues, the key improvements needed to A31/A35 are fully reflected in these strategies. We will continue to work closely with the Agency to enable these schemes to come forward.** These are as follows:

The dualling of the A31(T) from Ameysford to Merley is essential to the implementation of housing and employment developments across our region. It represents the final phase of the Ferndown Bypass that has yet to be built. The result has been a long term worsening of excessive delay along the route with safety related issues prevalent. The interim at-grade improvement to the Canford Bottom junction (2012) is welcomed but shall not cater for our future growth.

Widening of the A31(T) westbound carriageway at Ringwood is also essential to help improve the reliability of connections between Dorset and Hampshire and towards London, not simply to improve traffic flow but also to remedy another significant safety issue for our local people.

DLEP consider it to be essential for economic growth and the identification of new key employment sites that the local authorities continue to work together to bring forward these improvements on the A31(T) as early as possible. We have been meeting with the Highways Agency to discuss how the high value scheme at Ameysford to Merley can be progressed, including exploring potential alternative options for delivering this improvement. DLEP has provided its formal input into the current consultation and shall continue to support Highway Agency progress into the future.

Links to Highways Agency Route Based Strategy Draft Evidence Reports:

South West Peninsula: Evidence Report –

<http://assets.highways.gov.uk/our-road-network/route-based-strategies/Southwest%20Peninsula.pdf>

Technical Annexe –

<http://assets.highways.gov.uk/our-road-network/route-based-strategies/Southwest%20Peninsula%20ANNEX.pdf>

Solent to Midlands: Evidence Report -

<http://assets.highways.gov.uk/our-road-network/route-based-strategies/Solent%20to%20Midlands.pdf>

Technical Annexe –

<http://assets.highways.gov.uk/our-road-network/route-based-strategies/Solent%20to%20Midlands%20ANNEX.pdf>

We agree that capacity on the A31 is a constraint to future development in Dorset, and agree that this should be considered high priority in the short term.

Gordon Page CBE DL, Chair of Dorset Local Enterprise Partnership

An Improved North / South Route

A338 – Spur Road/Ringwood to Salisbury Corridor

The A338 is the key road access into the conurbation linking Bournemouth to the Strategic Route Network at Ringwood and carrying in excess of 60,000 vehicles per day. The tourist and business destinations that it serves would be unable to cope without it. The route is a dual carriageway from A31 into Bournemouth while also providing the key access to Bournemouth Airport via the B3073. This section is in a poor state of repair having effectively reached the end of its useful life and now needs complete reconstruction. The County Council has been unable to meet the £22m cost of this work and has sought funding from DfT over a number of years.

The major scheme to reconstruct and improve the road between Ashley Heath (County Border) and Cooper Dean was prioritised for delivery through the South West Regional Funding Advice (RFA2).

This scheme was ranked as our highest priority for devolved major scheme funding through the Local Transport Body (LTB) and we were expecting to recommence work shortly. However, the identified funding from the LTB was only £12.2m to cover the whole of our DLEP area. Having committed considerable resource to assessing our wider needs, prioritising schemes and complying with all DfT approval processes including DfT sign off of Parts 1 to 3 of the associated Framework Assurance the DLEP is extremely disappointed that the allocated LTB funding is not enough to cover the cost of our highest priority scheme.

For the A338 Spur Road Maintenance Scheme and as a matter of highest urgency the DLEP seeks Local Growth Funds of £7.6M to make up the significant shortfall in LTB funding allocations thus far.

The DLEP is aware of ongoing DfT consultation regarding the future mechanism for national highway maintenance funding but note that at the time of submitting this bid there is no provision for schemes of this nature. It does

however reserve the right to seek out such funding if it materialises.

The section of **A338 between Ringwood and Salisbury** is single carriageway with multiple bends as the road follows the line of the River Avon. This section of the road is heavily trafficked and has a poor safety record. There has been long history of calls to upgrade the northern section towards Salisbury due to the heavy freight usage of the road passing through small villages but this part of the A338 is outside of the Dorset LEP area. In liaison with our neighbouring LEP it is clear that there is no immediate intent to further improve the route despite the significant number of recent fatalities. **We would urge the Local Highway Authority, Hampshire County Council, to undertake improvements that are necessary to significantly improve safety and enable this route to function effectively in accordance with its place in the road hierarchy** and we will continue to discuss these issues with the relevant LEP.

A350 / C13 Corridor

From South East Dorset the most direct route northwards is the A350. Despite carrying significant volumes of traffic, travel times are unreliable. The A350 between the A31 and Shaftesbury is narrow, tortuous and substandard for its purpose. The road passes through ten small villages, many of which are in conservation areas and contain Grade 1 and Grade 2 listed buildings. In many locations along the route it is not possible for heavy goods vehicles to pass each other in opposite directions.

North of Blandford the C13 functions as an effective alternative to A350, carrying more traffic. Whilst this enables bypassing of a number of villages there is a serious constraint at Melbury Abbas. Migration of A350 to C13 on this stretch is a long-term goal, but that is dependent upon finding a solution to the constraint at Melbury Abbas, which is within an Area of Outstanding Natural Beauty.

Dorset County Council has long sought to improve the A350 sufficiently to provide an effective north / south route for South East Dorset, but this is not a practicable solution for the short to medium term due to the substantial funding required and the environmental factors north of Blandford. Proposed improvements have included an eastern bypass of Shaftesbury. A partial solution to traffic problems in Shaftesbury town centre may be provided with implementation of the Enmore Green Link road, which is specifically required to mitigate planned development at Shaftesbury and at Gillingham but this will not preclude the longer-term need for a Shaftesbury eastern bypass.

Transport

Well-functioning north-south connections are essential to freight traffic, to provide good access to the ports and to promote economic growth in South East Dorset and in Weymouth & Portland and Dorchester, Dorset's most populous area outside of the conurbation – and including port locations.

Alternative routes exist in the A338 (Ringwood – Salisbury) to the east, and the A37 to the west. The section of the A338 lies in Hampshire and Wiltshire and because of its location it is considered 'peripheral' as already outlined above.

A37 Corridor

The A37 provides part of a direct route from Weymouth and Portland to the M5 at Taunton, which also includes the A3088, A303 and A358. This route is especially important for freight traffic. Colleagues at Somerset County Council and the Highways Agency are promoting improvements to A303 / A358 to provide an improved second strategic route to the South West. Dorset is supportive of this route, not simply for the improved access it provides for North Dorset but because it provides a substantial element of the route between Weymouth and M5.

An improved A37 / M5 route could provide a realistic alternative for much of the freight traffic using the A350.

The DLEP seeks action by the Highways Agency to remove the bottlenecks on the A35(T), particularly Yellowham Hill to Stinsford and at the Monkeys Jump roundabout.

Over recent years the A37 within Dorset has been significantly improved between Dorchester and the county boundary with Somerset. **A37 improvement is still required between the county boundary and Yeovil, particularly in the vicinity of the railway bridge at Barwick and in connection with development to the south west of Yeovil. We may also wish to consider the trunking of the A37 to provide a more suitable alternative N-S link, and we will continue to discuss this with our neighbouring LEP and the Highways Agency. In allocating LGF the Government is well placed to help align LEP activity to allow the above to happen.**

The A37 route has a parallel rail route. The service suffers poor frequency south of Westbury (7 trains per day) and significant overcrowding in the Bristol area. A fully costed proposal has been prepared that would provide an hourly service between Weymouth and Westbury. This can be implemented on existing infrastructure using one additional train. The DLEP supports the Community Rail Partnership in their proposal for this improvement through the recent franchise renewal consultation.

Improving our Rail Corridors

The parallel rail route to A35 suffers capacity constraint due to a 5 mile section of single line between Dorchester and Moreton. Whilst the existing infrastructure is sufficient to meet the requirements of the timetable, it exacerbates delay during times of perturbations to the service and extends the time taken to restore normal operations.

The Dorset LEP is working closely with neighbouring LEPS e.g. HOT SWLEP, Solent LEP, Swindon and Wiltshire LEP, and M3 Enterprise LEP to achieve greater connectivity along these routes.

Dorset LEP believe that our proposals and the emerging Rail Industry proposals align and their early implementation as part of a strategic plan will significantly benefit the region. There are early opportunities to improve rail services and these are identified in the Key Aspirations table (Appendix 1) .

The LEP Rail proposals are given in detail in the Key Aspirations table in Appendix 1, and support the following main aims:

Journey time - efficiencies

1 Reducing journey times, improving quality and improving services in the evening and Sundays on the long distance services between Weymouth, Poole, Bournemouth, Christchurch, Southampton and London. Cutting the time taken and hence the cost for business trips from the Dorset region and making the region more attractive to inward investment. At weekends, reduced journey times and more frequent train services will make the region a more attractive destination for day visitors, generating income and taking the strain off the region's road network.

Key Regional connections

2 Introducing new, high frequency services between Wareham and Southampton, at least doubling the number of trains from local stations, will provide a realistic alternative to the private car for journeys across SE Dorset for trips to work, education and leisure. This project will provide opportunities for Park and Rail to relieve congested roads into Poole and Bournemouth and particularly the A35 approaching Christchurch.

International hub links

3 Dorset businesses and residents have wide ranging air travel requirements. Some international destinations are served from the local airport, but hundreds of thousands of trip are made each year to Southampton, Gatwick and Heathrow airports. Rail is an ideal means of reaching these airports and our proposals will see the closing of some missing links and support for longer term schemes to improve access further.

North South connections

4 Improving the important North-South connections to Yeovil and Bristol by increasing the frequency of the train service to hourly. Doubling the frequency will also resolve the overcrowding issues currently experienced on this route. Making this service more attractive will encourage car drivers to switch from the busy parallel A37 road route.

Improving stations

5 Improving stations and improving interchange are important aspects of the passenger journey and Dorset LEP will support the completion of the station and interchange at Bournemouth and the enlargement of Poole Station including access improvements.

Transport

Unlocking Potential

Major Transport Investment to Accommodate Business Growth

Dorset is 'the natural place to do business'. The employment forecast suggests an increase of more than 40,000 jobs in the space of ten years.

As a single entity we own our planning together and with a Joint Local Transport Plan helping us to programme the major infrastructural interventions that seek to facilitate growth. In doing so, we have considered the issues very carefully and sought out early private sector involvement to help provide a comprehensive plan. We intend to manage what we have effectively and provide a more sustainable future for planned activity to thrive as we seek to protect and safeguard our world-class natural asset.

Bournemouth Airport

Passenger capacity at Bournemouth Airport peaked in 2007 after a long period of growth with 1,086,900 passengers travelling through Bournemouth Airport. The opening of a new terminal and improvements to the air-side handling facilities provides Bournemouth Airport with significant capacity to cope with up to 3 million passengers per year. Passenger numbers have started to increase from a base 2011 of 610,000 to 689,913 in 2012 with further growth forecast for the medium to long term. The airport has a well-established masterplan and has already delivered early phases of its development through close working with the public sector².

There is considerable employment land resource at the Airport site, which has the potential for redevelopment and enhancement building on the successful Aviation Park concept that is already in place. Bournemouth Airport has potential to provide a strategically important business park of some 59 hectares with the capacity to generate 16,000 new jobs. This builds on some £50m of private sector finance already invested in the airport, with plans to create an aerospace centre of excellence.

The achievement of all potential employment growth at the Airport industrial estate (Aviation Park) is severely limited by poor strategic and local road access. Market

evidence has highlighted that 'local road access constraints were perceived as a major limitation' to occupiers (NLP – Delivery Trajectory Study for Bournemouth Airport October 2013).

This position is reflected in the Joint Christchurch and East Dorset Core Strategy (EIP September 2013 and anticipated adoption early 2014) which, in policy BA1, notes that the future phasing of employment floor space at the airport business parks "will be in line with the necessary improvements required to the highway network to facilitate development".

The 'Economic Study of Development Land at Bournemouth Airport' (NLP - updated 2013) prepared with Manchester Airport Group identifies that with the necessary investment in the roads, high and moderate demand for space will be experienced in key sectors

- business aviation,
- aircraft maintenance and repair,
- manufacturing,
- advanced manufacturing,
- financial services,
- ICT and distribution / logistics.

This position is reflected in current interest and development activity at the airport where World Wide Aviation is about to take possession of a refurbished hanger and a deal is currently being progressed between Manchester Airport Group and Aim Aviation for the construction of a 15,000 square metre building for the maintenance of aircraft.

How will the SEP help?

The key strategic route to the airport is the A338. This is the main route into Bournemouth and Christchurch – leading from the M27 Motorway via the A31(T). The current condition of the A338 is very poor as already indicated above. Without concentrated and immediate investment in improving the road from 2015 users of the A338 will suffer severe disruption whilst incremental improvement takes place over the next 7 years. Such a prolonged disruption will both restrict the development potential and attractiveness of the Airport as an employment site as well having a negative impact on the productivity of the area in general. The importance

of this element of the programme is reflected in it being identified as the number 1 priority by the Dorset Local Transport Body (LTB).

In addition, there are junctions and links onto the A338 that currently restrict the development capacity of the Airport where investment now needs to take place.

The B3073 is the link road between the A338 and the Airport and its associated business park. As a relatively minor road, designed to serve a small-scale airport and rural communities, the B3073 requires initial investment at key constrained junctions and then investment in the dualling of a section of the road. We also need to improve connections for public transport and cyclists.

The proposed infrastructure has been assessed with a phased surface access strategy taking on board the level of development being unblocked by each infrastructural improvement. Implementing the strategy will:

- Open up the largest employment site in Dorset - 59 ha
- Create 10,000 new jobs at the airport, with a further 6,000 indirect/induced jobs linked to airport development.
- Capitalise on £50m of private sector funding **already invested** in the airport by Manchester Airport Group.
- Create an aerospace centre of excellence
- Increase GVA by £1.6bn.
- Increase tax revenues from business creation and jobs growth
- Relieve pressure on airport capacity in other parts of the country

The proposed infrastructure schemes designed to improve access to the Airport and its associated business park and in need of Local Growth Funding with amount shown are as follows:

- **A338 Spur Road improvements (1) £7.6m**
- **Bournemouth Airport Access (3) £3m**
- **Blackwater Interchange (7) £5.2m**
- **A338 widening Cooperdean to Blackwater (13) £5.2m**
- **Airport internal link road (100% local contribution)**
- **Conurbation-wide key junction improvements (12) circa £9m**

(preliminary costing from SEDMMTS)
(DLTB Priority number in brackets)

Port of Poole

We propose infrastructure around the Port of Poole and Poole Regeneration Area, the second largest regeneration scheme on the south coast, which will provide a mixture of office, retail and housing developments and create 5,000 jobs and 2,000 homes while creating 500 new jobs at the Port. Supporting the creation of a Marine Centre will boost tourism and provide economic benefits.

This builds upon the £37 million invested by the public sector to open up development land via the National Award winning Twin Sails Bridge, opened in April 2011, to create the new two-bridge system. DfT has already invested £12.1m based on a sound business case for phase one work coupled with an additional private Sector investment of £2 million in related highway infrastructure as we now start to unlock development.

Access to the Port of Poole and Regeneration Site

The Port of Poole is one of the major trust ports in the UK and makes a significant contribution, around £53 million, to the local and regional economy. Poole Harbour Commissioners directly employ approximately 90 individuals and in total there are approximately 450 people employed on the Port estate. Indirectly, the Port is responsible for many thousands of additional jobs within Poole, Dorset and the South West, as well as providing as essential link to industrial markets in others regions of the UK, such as the manufacturing sector in the West Midlands.

The success of the Port is strongly linked to connectivity to major national road arteries and therefore the future success of the Port of Poole is dependent on improved local and regional road and rail networks. Recent market evidence has identified that the development of the Port and Regeneration area are constrained by the strategic and local road network and the Port is therefore operating at a disadvantaged compared to other south coast ports which enjoy superior connectivity. The Twin Sails Bridge and associated regeneration initiative should assist the Port in attracting new business, but improved links to the A31 and beyond remain essential to achieve the Port's full potential.

Poole Harbour Commissioners have been progressing with their masterplan through public consultation and essential environmental impact assessment.

Port of Poole Masterplan

<http://www.phc.co.uk/downloads/DraftMasterPlan-Version2Web.pdf>

² Bournemouth Airport Masterplan: [http://www.bournemouthairport.com/bohweb.nsf/AttachmentsByTitle/Masterplan/\\$FILE/Masterplan.pdf](http://www.bournemouthairport.com/bohweb.nsf/AttachmentsByTitle/Masterplan/$FILE/Masterplan.pdf)

Bournemouth Airport Transport Infrastructure Study: Maps showing study areas: <http://www.dorsetforyou.com/media.jsp?mediaid=188345&filetype=pdf>

Transport and Infrastructure Study – Volume 1 : Text <http://www.dorsetforyou.com/media.jsp?mediaid=188346&filetype=pdf>

Transport and Infrastructure Study – Volume 2 : Figures and Appendices <http://www.dorsetforyou.com/media.jsp?mediaid=188344&filetype=pdf>

Transport

Port of Poole



Twin Sails Bridge



The Poole Regeneration site is in a highly sustainable location in close proximity to Poole town centre, train station and bus station, therefore reducing the need to travel by car. The Poole Regeneration Site will unlock a major brownfield development (up to 80 hectares) with a sustainable transport system which will enlarge and enhance Poole's central area. It represents a significant local investment, already supported by funding from developers and the DfT. A major component of the required transport network is the Twin Sails Bridge (opened in April 2011) which provides a second crossing between Poole and Hamworthy including the Port. A supporting network of highway links is also required, which following public consultation on a new SPD shall be ready to implement from 2015, and the project will progress in phases up to 2020. When fully complete the proposed infrastructure around the Port of Poole and Poole Regeneration Area will:

- Support the second largest Regeneration scheme on the south coast (Poole's Regeneration Master Plan), which will provide a mixture of office, retail and housing developments and create 5,000 jobs and over 2,000 homes within walking distance of the town centre
- Create 500 new jobs at the Port.
- Improve local GVA by £625m
- Increase tax revenues from business creation and jobs growth.
- Support the creation of a Marine Centre, which will boost tourism and provide economic benefits, helping to regenerate Poole Quay.
- Capitalise on the £37m of investment already made in the Twin Sails Bridge by the Borough of Poole, DfT and other partners
- Provide an improvement in local bus services and their reliability;
- Help regenerate the Hamworthy peninsula, one of the most deprived areas in the conurbation, greatly improving social inclusion by creating new local employment and affordable housing;
- Improve access to the Port of Poole supporting improved freight distribution

How will the SEP help?

The key elements of the strategic network affecting the Port and Regeneration Site are the A31 and A35 – both suffering from severe capacity issues and unsuitable for the traffic that they carry. The LEP partners are continuing to work with the Highways Agency to resolve the issues relating to these strategic issues.

The key driver for the investment in Poole is the need to retain access via two bridges into the Port and regeneration area. Without this newly attained resilience it will be difficult

for the Port to compete with other facilities – either to retain existing traffic or to implement the Port's Master Plan.

The poor quality of the access into the area, both in terms of capacity and environment, is holding back the largest regeneration area on the south coast.

In 2012, £37m was invested in the iconic Twin Sails Bridge as the first part of the public sector investment in the 'two bridge' access. The second bridge is called Poole Bridge and was opened to traffic in 1927. Improving the existing bridge is an essential pre-planned part of the wider strategy to ensure that it can continue to be used into the future. Without this investment the benefits of the Twin Sails Bridge could be lost.

The other investment will lead to improvements within the port and regeneration area – increasing the areas connectivity and improving the local environment. This is required to provide access to the port and development sites. The investment shall boost the Port of Poole's competitiveness as an important local and regional asset, which already makes a significant contribution (£53m) to the local economy and supports thousands of jobs in related industries. Improvement at the port will also inevitably help to relieve pressure on Port capacity in other parts of the country. It also allows for maintenance operations related to potential renewable energy schemes.

Private sector finance is being negotiated for the final element of the Port and regeneration area access programme known as the Port Link Road. Half of this new road is being built at present and the remainder shall be financed through further development proposals that are currently under discussion with the borough of Poole. The road is anticipated to be open to traffic by 2018.

The following infrastructure schemes designed to improve access to the Port and open up new development in need of Local Growth Fund support (amount shown) are:

- **Poole Bridge Approach Spans (2) £3.78m**
- **Completion of Poole Townside Access to the Port of Poole (5) £9m**
- **A348 Gravel Hill Online Improvements (9) £3.87m**
- **Conurbation-wide key junction improvements (12) circa £9m**

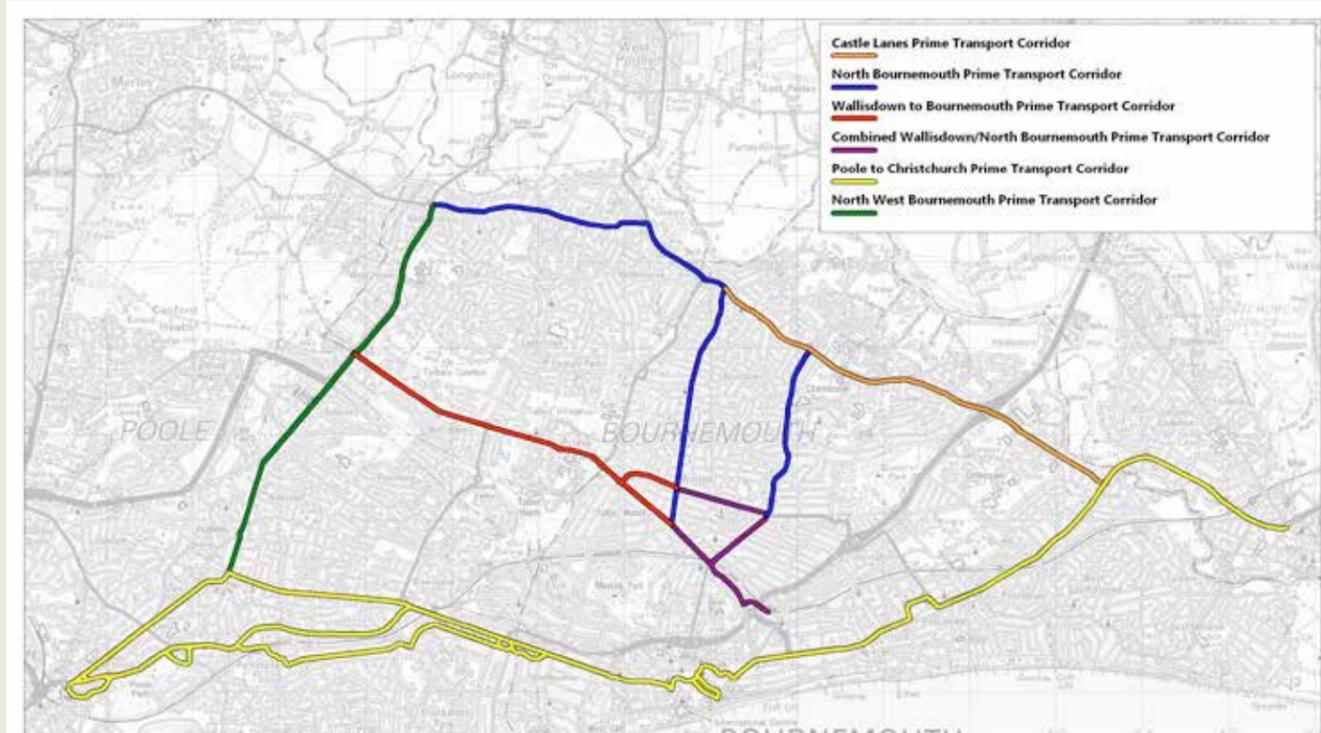
(preliminary costing via SEDTS)

- A31 Ringwood widening (14)
- A35/A37 Monkey's Jump improvements (HA FUNDED)
- A35 Yellowham Hill to Stinsford widening (HA FUNDED)
- Completion of Port Link Road (LOCALLY FUNDED)
- A31 Merley to Ameysford dualling (15) HA. RBS.

(DLTB Priority number in brackets).

Transport

Proposed Quality Bus Corridors



On all the corridors under consideration, there is a wide variety of highway types, widths and user types and the nature of the highway changes quickly along each corridor. This creates traffic problems with 'bottle-necks' and congested sections, causing problems for bus movements with an knock on effects for other road users.

Weymouth & Portland



Transport

Portland Port Revision Order:

http://www.portland-port.co.uk/uploaded_images/files/harbour_revision_orders/HRO1_2010_Definitive_Location_Plan.pdf

As Portland’s local economy continues to grow through employment land and business development at Portland Port and Osprey Quay, and with the potential siting of significant attractions on the Island (such as Jurrassica or Memo) there is concern that the A354 transport capacity will not be able to cope. Significant investment will be required.

The Dorset Transport Studies 2008-2010 highlighted these concerns and identified that the capacity of the A354 in Wyke Regis was already at 92% and the Portland Beach Road at 94%. The Study shows that the A354 will experience increased congestion despite the improvements with many sections over 100% capacity which indicates a serious transport problem.

Rail passenger growth

Including on the important Weymouth-London Waterloo line - has been constrained by limited service frequencies and a lack of infrastructure. A lack of quality interchange facilities beyond the core stations act as a barrier to using linked modes. Furthermore there is a general lack of through services between the South East Dorset conurbation and into the wider Bristol/Bath area.

The future development of the rail network for the Dorset sub-region is vital for its economy to be sustainable and allow for economic growth. The largest housing and employment growth needs outside the conurbation is in Dorchester and Weymouth. This, along with a significant projected increase in tourism visitors, will continue to generate higher seasonal tensions of balancing demand and capacity associated with substantial season influx of traffic.

The outbound transit from Weymouth to Dorchester for work has increased and the Weymouth and Portland traffic modelling, Dorset Transport Studies 2008-2010 produced by Buro Happold Limited October 2011, reported a significant increase in trips along the Dorchester – Weymouth - Portland corridor over the next twenty years as a result of the proposed growth. The growth, despite the significant investment in highway infrastructure and better land-use planning, will cause significant traffic congestion in the area. The study identified that other innovative transport solutions, such as a rapid rail transport link, would need to be considered.

Western Growth Hub

A significant range of development opportunities in the Weymouth and Dorchester area are identified through the emerging joint West Dorset, Weymouth & Portland Local Plan. Work by Roger Tym & Partners in 2008 set out an economic vision for Weymouth and Dorchester, of a special and significant economic growth pole, based on the unique assets and competitive strengths of two distinct but complementary towns, creating an integrated living and business environment to support a thriving, sustainable, modern local economy. These developments are reflected in our strategic economic plan,

- Priorities include bringing forward key housing and employment sites at Weymouth including
- new employment site at Littlemoor;
- Master plan implementation for Weymouth Town Centre
- The development of Portland as a centre of excellence for marine and advanced engineering, based around Portland Port and Osprey Quay;
- In Dorchester: the completion of the Poundbury and Brewery Square mixed-use developments and Charles Street retail development.

Together these proposals will deliver around 5,100 new homes, at least 32 hectares of employment land (with the potential for further land at Portland Port which would significantly increase this), and 13,400 square metres of retail floorspace in Dorchester.

Unlocking Potential Fund: spatial strategy

The DLEP seeks to progress with an investment fund to unlock a number of key sites/locations, many in rural areas, which require initial investment to release significant housing and industrial/commercial development.

The Dorset Core Spatial Strategy identifies Gillingham as one of the four main towns at which the vast majority of growth will be delivered. (see pages xx)

In relation to transport in particular, the Gillingham growth study recognises that while some growth can be accommodated within the transport constraints, provided that measures are put in place to make the best use of existing infrastructure and manage demand, significant improvements to the strategic road network (in particular the A303) would be required if the town is to grow further. The key transport improvements required are:

- The provision of a ‘principal street’ within the southern extension
- A number of off-site highway improvements
- The Enmore Green link, to link the B3081 with the A30 with a total cost £5m of which £4.07M would be from LGF.

Dorset Green and Holton Heath Development

– the objective is to acquire and release 16ha of allocated employment land for short-term employment development (2015-2020) at Dorset green. This would provide 2,400 new jobs and could be released within 1 year of funding being secured. At Holton Heath the proposal is to bring forward an additional 20 hectares

of employment land (2,400 jobs) on land that is mainly unconstrained in the period 2015-2020. These developments once progressed are likely to require the following although detail has yet to be confirmed:

Phase 2 (year 5+) Highway Improvements at Bakers Arms

Significant additional growth at Holton Heath Trading Park will trigger the need for major improvements to the Bakers Arms A351 / A35 junction. The highway authority is about to commission studies to review the performance of the junction, model the impact of proposed development and determine the best solution. Resolution of the highway constraint would unlock a further 20 ha of employment land at Holton Heath. This land is required to furnish the needs of growing companies at Holton Heath and address the severe shortage of immediately available land in the conurbation particularly in the short to medium term. Initial assessment is that this constraint needs to be addressed in the next five years but will depend on the rate of take up of employment land at Holton Heath.

Key Programmes

The economic plans set out by the Dorset LEP require a significant increase in employment land in market driven locations to facilitate the level of employment growth expected over the next ten years. This requires both investment and the prioritisation of Bournemouth Airport and the Port of Poole/Poole Regeneration Site as the cornerstone of major new investment locations. The transport investment costs of both propositions, which include a number of individual schemes is set out in the table below and continued on the next page.

Transport: Major Investments 2015/16 - 2019/20						
Scheme Name and BCR	2015/16	2016/17	2017/18	2018/19	2019/20	Total
A338 Spur Road Improvements 6.46	22.00	0	0	0	0	22.00
Poole Bridge Approach Spans 2-4	0.83	3.40	0	0	0	4.23
Bournemouth Airport Access Phase 1:	7.40	10.10	0	0	1.00	18.50
Hurn roundabout 4	2.40	0	0	0	0	2.40
Chapel gate 4	5.00	0	0	0	0	5.00
Blackwater 2-4	0	8.00	0	0	0	8.00
Parley Cross Eastern Link Road	0	2.00	0	0	0	2.00
Bus enhancements A338 and B3073 (50%)	0	0	0	0	1.00	1.00
Cycle links to North Bmth (50%)	0	0.10	0	0	0	0.10

Transport

Transport: Major Investments 2015/16 - 2019/20 (continued)

Scheme Name and BCR	2015/16	2016/17	2017/18	2018/19	2019/20	Total
Bournemouth Airport Access Phase 2:	0	7.00	4.10	0	1.00	12.10
A338 Blackwater to Cooperdean 2.8	0	7.00	0	0	0	7.00
Parley Cross JCN	0	0	1.00	0	0	1.00
Parley Cross Western Link Road	0	0	3.00	0	0	3.00
Bus enhancements A338 and B3073 (50%)	0	0	0	0	1.00	1.00
Cycle links to north Bmth (50%)	0	0	0.10	0	0	0.10
Conurbation wide junction improvements 2	0	3.00	3.00	2.00	2.00	10.00
North Bournemouth Quality Bus Corridor 1.74	0	0.30	5.00	0	0	5.30
Poole Town Side Access Regen and Port 1.5	0	0	1.00	6.00	3.00	10.00
A349 Gravel Hill 1.5 - 2	0.83	3.50	0	0	0	4.33
Wallisdown-Bournemouth QBC 1.6	0	0	0	0.50	2.00	2.50
Completion of Poole Port Link Road	0	0	2.00	0	0	2.00
Airport Access Phase three	0	0	0	0	0	0
Bournemouth Airport internal link road	0	0	0.80	0	0	0.80
Hurn rbt or Southern bypass. Post 2020	0	0	0	0	0	0
Dual B3073 Chapel Gate to Blackwater. Post 2020	0	0	0	0	0	0
Castle Lane East Improvements 2-4	0	0	3.50	0	0	3.50
A338 Kings Park Slip Road 1.5-2	0	0	0	3.20	0	3.20
Enmore Green Link Road 4	0	0	0	2.00	3.00	5.00
Rail Schemes	0.07	3.10	0	1.00	12.00	16.17
Light Rail/ Metro - SE Dorset Post 2020	0	0	0	0	0	0
Strategic Cycle and Walking Programme Phase 1	0	0	3.00	5.50	5.50	14.00
Strategic Cycle and walking prog Ph2 post 2020	0	0	0	0	0	0
LSTF 2015/16 Revenue Bids across DLEP	2.39	0	0	0	0	2.39
LSTF 2015/16 Capital Bids across DLEP	1.01	0	0	0	0	1.01
Local contribution related to LSTF bids	2.31	2.57	0	0	0	4.88
Total	44.24	50.07	26.50	20.20	31.50	141.91

¹ Includes Section 106, Community Infrastructure Levy and all local contributions

Key Sources of Finance

Dorset requires significant transport resources to meet its economic objectives. This partly reflects the inclusion of the proposed City Deal propositions within the Strategic Economic Plan.

Transport: Key Sources of Finance

	2015/16	2016/17	2017/18	2018/19	2019/20	Total
Local Authorities ¹	£7.45m	£6.85m	£9.45m	£4.45m	£5.18m	£33.38m
Local Transport Body allocation	£12.2m	0	0	0	0	£12.2m
LGF	£11.4m	£20.45m	£12.95m	£14.75m	£12.32m	£71.87m
LSTF Revenue	£2.39m	0	0	0	0	£2.39m
LSTF Capital	£1.01m	0	0	0	0	£1.01m
LSTF Local Contribution	£2.31m	£2.57m	0	0	0	£4.88m
Total	£36.76m	£29.89m	£22.4m	£19.2m	£17.5m	£125.75m

¹ Includes Section 106 and Community Infrastructure Levy and all local contributions

Rail Implementation

The rail schemes within this plan can be implemented within the next five years.

We are fortunate that the rail franchises covering rail services in our region will be retendered within the next few years, with the new Great Western franchise commencing in 2016 and the South West Trains franchise in 2019. In the case of the South West Trains franchise, an extension will be negotiated in 2014, which gives the opportunity for some interim improvements on services between Weymouth, Poole, Bournemouth, Southampton and London, and the opportunity to specify the early introduction of free wifi on trains and at stations.

The service improvements identified in this SEP can either be provided as a commercial opportunity by the train operators or provided as a part of the Rail franchise train service specification set by DfT. Within the franchise specification the services can either be part of the core services to be operated or a priced option, which could then be assessed and if beneficial, either funded by DfT or the LEP or a combination of the two.

The infrastructure requirements for improved track and signalling can be prioritised within the current programmes. The signalling works needed through the New Forest may require a relatively small amount of funding over and above proposals for the area. Improvements to station buildings can be achieved through additional funding within existing programmes, they may attract match funding from central government and also open up commercial business and funding opportunities.

Rail: Key Asks

The key service improvements identified in The Strategic Economic Plan will be facilitated by DfT and the Train Operating Companies (TOC's) as part of the franchise specification setting process and franchise extension negotiations. The LEP will work to demonstrate how these improvements will benefit the Dorset economy, facilitate access to additional employment sites and provide for the travel needs of existing and new residents, including those moving into the housing developments being delivered over the next 5 years.

Dorset LEP expects that these service improvements will form part of the core franchise specifications funded by DfT or franchise extension offering by the TOC's. Where the improvements are determined to be 'priced options'. Dorset LEP will consider providing financial contributions where these help achieve SEP objectives and offer good value for money. Improving access to Intercontinental airports at Gatwick and Heathrow improves business connectivity, attracting international investment to Dorset and £1m seedcorn funding is requested to assist introduction and development of the direct Gatwick service.

Making better use of time travelling by train is a key productivity gain for local business and we expect TOC's to provide free wifi and at seat power sockets as part of their franchise extension or franchise commitments.

Dorset LEP seek funding for the following five feasibility studies, detailed in the Programme Table on the next page.

Transport

Scheme Title	Programme Year	LGF Amount
University Rapid Transit	2016-17	£50k
Proposed Talbot Rail Station	2016-17	£50k
'Boat Trains' to connect with Cruise Ships docking at the Port of Poole	2015-16	£20k
Encourage Rail Freight use to/from Port of Poole	2015-16	£20k
Through train service to Swanage	2015-16	£25k

Infrastructure improvements identified in the Programme Table will be taken forward as partnerships and will attract funding from DfT, Network Rail, TOC's and Dorset LEP. The following schemes have been identified:

Scheme Title	Programme Year	Scheme Cost	LGF Amount
Poole Station	2019-20	£8m	£4.5m
Bournemouth Station	2016-17	£3m	£3m
Rail and Ride – Car Parking	2019-20	£2m	£1.75m
Improving footbridges at busy level crossings	2018-19	£1m	£0.4m

Local Sustainable Transport Fund (LSTF)

The 3 Towns Corridor is an integrated and targeted package of measures which will create a long-lasting step change in low carbon travel along the key east-west A35 transport corridor through this thriving tourist area. The package will deliver enhanced local bus, rail, walking and cycling alternatives through a combination of targeted infrastructure, service and operational improvements. This will be complemented by removing key barriers to the use of these modes and by engaging with local communities and businesses along the corridor to "nudge" travel behaviour towards non-car modes.

The bid reflects the strong aspirations and commitment of the three authorities, and their local partners, to create a step change in sustainable transport provision in the SE Dorset conurbation. This builds upon the significant recent investment of £2.25m in the multi-modal South East Dorset Transport Study (SEDTS), in partnership with the Highways Agency, Department

for Transport and South West Regional Development Agency. The study provides a robust and current evidence base, from which the proposals have been developed. The resultant package is therefore a key element in delivering the first phase of the longer term transport strategy for the area, as adopted in the Bournemouth, Poole and Dorset Local Transport Plan 3 (2011-2026).

The creation of the Local Sustainable Transport Fund (LSTF) provides a logical opportunity to develop a package of complementary measures, comprising different elements of the strategy, but focused on one of the priority corridors. The 3 Towns corridor demonstrates a particularly strong fit with the core principles and objectives of the LSTF and provides significant opportunities for partnering, incorporates stakeholder priorities and reflects a wide range of local community interests. It is also supported by the Dorset Local Enterprise Partnership (LEP), and consistent with its vision to develop a strongly performing low-carbon

economy with the environment at its core.

The key problems and issues which the 3TC package is designed to address demonstrate a strong strategic fit with the principles and core objectives of the LSTF³.

Supporting the Economy:

- Levels of congestion and delays on the corridor, particularly in the peak periods, result in lost productive time to commuters and businesses
- Congestion and unreliability in journey times erodes

business confidence in transport connections and negatively impacts on the economic competitiveness of the conurbation, thus compromising inward investment and job creation

- Congestion, pollution, and unattractive walking and cycling environments negatively impact on the vitality of local district centres along the corridor
- A lack of accessibility for certain groups restricts their participation in the labour market.

2015/16 LSTF DLEP Supported Bids

Joint Bid BBC, BoP, DCC: TTT Choices

Our new joint TTT Choices 2015/16 bid to help develop our wider strategies to the next stage and to help prepare local minds towards use of more sustainable modes to combat congestion into the future.

£1.835m Total Cost of which £835K from local contribution from partners.

Bike Dorchester (DCC)

The Weymouth-Dorchester Corridor LSTF has invested in walking and cycling infrastructure in Weymouth, successfully creating a traffic free cycle network linking residents with jobs and boosting the tourism sector. £0.71m is now required from the LEP SEP LSTF Capital funding 2015-16 to mirror this network in Dorchester, our County Town and key employment location, which currently lacks adequate cycling infrastructure. This would see a comprehensive network of cycle routes delivered through the heart of the town centre, completing a missing link in National Cycle Network Route 26 and upgrading 5 junctions to provide quality, traffic free walking and cycling routes.

This investment will release pent up demand, enabling people to walk and cycle to work instead of driving, freeing up capacity on the road network and supporting the economy through reducing traffic congestion. This will be matched by an investment of £0.28m in 2015-16 from Dorset County Council and in 2016-17, £0.25m from Brewery Square Development Company, an anticipated £0.25 from the Highways Agency and £2.065m currently being sought from Sustrans, the UK's leading sustainable transport charity.

Access to Employment – Bournemouth Airport (DCC)

Aviation Business Park is a major employment centre at Bournemouth Airport currently hosting 2,500 jobs and 180 businesses. Some £0.3m LSTF capital funding is sought from the LEP SEP LSTF Capital allocation to provide a direct cycle route between North Bournemouth and this key employment hub. Lying just 5km from the South East Dorset conurbation, a distance easily cycled in less than 25 minutes, this cycle route would open up access to employment for residents of North Bournemouth, enabling people to cost effectively commute to work by bike. Dorset County Council and Bournemouth Borough Council will provide match funding of £0.138m in 2014-15 and developer contributions of £0.138m have been secured (subject to planning consent).

The total cost of these two Dorset schemes is £4,131,000, of which a total of £1,010,000 is sought from the LEP LSTF capital allocation, representing just 24% of the total budget.

LSTF Revenue Bids 2015-16 to the Department for Transport

A bid for £0.57m has been made to the DfT (31st March 2014) for LSTF Revenue funding 2015/16 to lock in the benefits of these investments through travel planning, social marketing and behaviour change interventions. The DfT have made clear that to be successful, the LSTF revenue bids must mirror the proposed LEP SEP capital projects. This will be matched by £0.06m from Dorset County Council.

The following tables summarise the 2015/16 LSTF bids from the DLEP area as fully supported by DLEP.

³ LSTF Business Case: <http://www.bournemouth.gov.uk/StreetsTransport/TransportPolicy/LSTF-bid/LargeLSTFBusinessCase.pdf>

BBAF: <http://www.bournemouth.gov.uk/StreetsTransport/TransportPolicy/BetterBusApplicationFinal.pdf>

Three Towns Corridor info: www.bournemouth.gov.uk/Microsites/ThreeTownsTravel/Three-Towns-Travel.aspx

Transport

Name	Three Towns Travel Choices JOINT BID
Promoting Authority	Joint bid by Bournemouth Borough Council, Borough of Poole, Dorset County Council
Type and Cost	LSTF Revenue Bid for 2015/16. Value of bid = £1m.
Overview of Project	Supported by £835K of local capital.
Aims of Project	An integrated and targeted package of measures designed to maximise the shift To support planned housing and economic growth on congestion and carbon emissions by increasing transport choicetowards lower carbon travel along the key Poole – Bournemouth – Christchurch corridor, locking in the benefits of the infrastructure improvements that are being delivered through the current LSTF package
Objectives of the Package	<ul style="list-style-type: none"> • To support the local economy and jobs by reducing congestion; • To deliver a modal shift towards lower carbon travel choices; • To improve air quality and the local environment; • To reduce social exclusion; • To improve fitness and health by increasing walking and cycling; • To make the area a more attractive place for businesses to invest in.
Name	BESMArTER
Promoting Authority	Bournemouth Borough Council
Type and Cost	LSTF Revenue Bid for 2015/16. Total Cost = £1.130M of which £820K LSTF Revenue and local contribution of £310K
Overview of Projectw	A target package of travel planning, travel information and social marketing with the aims of reducing congestion through modal shift and opening up access to jobs for people on low incomes through cost effective transport modes such as walking, cycling and car sharing. This will be complimented by a programme of infrastructure improvements to improve accessibility and reduce severance.
Aims of Project	<ul style="list-style-type: none"> • The objectives of the scheme are: • To support the local economy and jobs by reducing congestion; • To deliver a modal shift towards lower carbon travel choices; • To improve air quality and the local environment; • To reduce social exclusion; • To improve fitness and health by increasing walking and cycling; • To make the area a more attractive place for businesses to invest in.
Objectives of the Package	<ul style="list-style-type: none"> • Measures for commuters • Cycle Tourism Destination • Active Travel to Schools and Universities • Road Safety Initiatives

Name	Sustainable Access to Employment/ bike Dorchester
Promoting Authority	Dorset County Council
Type and Cost	LSTF Revenue Bid for 2015/16 of £1.01m. Total investment 4.131m
Overview of Projectw	A target package of travel planning, travel information and social marketing with the aims of reducing congestion through modal shift and opening up access to jobs for people on low incomes through cost effective transport modes such as walking, cycling and car sharing.
Aims of Project	To improve access to jobs at Dorset’s three major employment centres; the Portland - Weymouth - Dorchester area, Ferndown Industrial Estate and Aviation Business Park (at Bournemouth Airport).
Objectives of the Package	<ul style="list-style-type: none"> • To support the local economy and jobs by improving access; • To deliver a modal shift towards lower carbon travel choices; • To reduce social exclusion; • To improve fitness and health by increasing walking and cycling; • To reduce congestion. • To make the areas a more attractive place for businesses to invest in.

Track Record on Delivery

The Growing Places Fund is an existing example of how DLEP is providing for necessary infrastructure to help unlock business potential. Overseen by a DLEP Board Member and managed closely this has involved transport planning expertise amongst many others to ensure VFM investment is made in the right location and that it is directly relevant to our strategic growth agenda. Potential interventions are assessed by the DLEP working party with appropriate due diligence and legal agreements arranged and with overall approval by the DLEP Board. Thus far the DELP Growing Places Fund Working Group has allocated over £10m thus far.

Based on our strong delivery during the first years of the joint LSTF Three Towns Travel project the DfT formally relaxed their financial protocol for monitoring progress and in terms of financial controls i.e. reporting

of virement. DfT showed high confidence in our delivery of complex projects undertaken in a congested urban environment.

Dorset County Council has delivered two Transport Major Schemes in the past five years; the Weymouth Relief Road and the Weymouth Transport Package.

Our comprehensive strategic planning for transport connects with and connects up the accounts of growth set down in other major schemes. We have avoided “double counting” gains associated with transport-based investment in our analyses and summary data tables. However, in setting out the outline plans for the airport and Poole Port, for instance, we do indicate the positive impacts emerging from growth that depends on transport developments as the major funded dependency. We will now discuss some further transport and connectivity-related projects.

Portland Port

Approach to growth

Our aim to maximise DLEP's growth potential through exploiting unique assets is to the fore in our planned approach for investment in Portland port. We set out a strong evidence-based case¹ for leveraging substantial match funding via LGF investment to secure investment, accelerate growth and enable a step change up for an already high-functioning part of the local economic infrastructure. These proposals are specifically targeting market opportunities that complement the wider Dorset and UK offering – running alongside qualitatively different kinds of developments proposed for Poole harbour - and to make the UK more competitive in an international market.

Portland Port and its waters were showcased when the Olympic & Paralympic Games came to Weymouth

and Portland in 2012. An area of water 125 sq.km's, 50 times bigger than the London Olympic Park was under the spotlight. It is this area of water together with the extensive breakwater system, quayside space and nearby industrial land that offers ever-increasing potential for future growth for the region and the UK.

The port has demonstrated considerable success since taking over the former naval base in 1996, capturing new long-term business from the market leaders and consolidating its position as a major employer in Dorset. Since acquiring the port, Portland Port has gained an enviable reputation as one of the most efficient, financially successful and fastest-growing ports in the UK. The deep and sheltered water of Portland Harbour and Weymouth Bay, are adjacent to one of the busiest shipping lanes in the world.

This unique feature secures portland port as a gateway to domestic and international trade and a hub for shipping and the maritime services sector.

This has been achieved without government support and demonstrates the soundness of the investment opportunity. But: the port is still a long way from delivering upon its ever increasing potential. Portland Port provides the Dorset LEP (and the UK government)

scaled opportunities to invest in a selection of key projects in order to accelerate development across a range of different markets including: agriculture, recycled commodities and other cargo; cruise enhanced vessel services & ship repair; and, offshore wind, marine renewables and other energy.

Portland Ports unique assets are summarised below:

- IN EXCESS OF 35 HECTARES OF KEY EMPLOYMENT LAND only partially developed with over 2000 metres of alongside berths and 11.6 metres (C.D.) depth of water at deepest alongside berth, 24/7 operation and security, and planning permission for industrial and port type uses including permitted development powers for certain types of projects. Portland Port is supported by a maritime supply chain that offers excellent growth potential, as well as education, training and skills capability locally with local government support;
- 17 HECTARES OF NEW QUAYSIDE DEVELOPMENT LAND AND FACILITIES enabled by the fully consented 'Portland Harbour Revision Order 2010' and awaiting funding to build;
- 2400 HECTARES OF SHELTERED, DEEP, CLEAR HARBOUR AUTHORITY CONTROLLED WATERS with unrestricted access and no tide, lock or beam restrictions. 15 designated anchorages within the inner and outer harbour, depths of up to 20 metres (C.D.) in the outer harbour. A highly sheltered inner harbour, with a width of 210 metres and depth of over 12.4 metres (C.D) at the harbour entrance, and 15 metres (C.D) in the inner harbour. The port offers a 24/7 operation. All of which delivers innovative opportunities to maritime business.

Funding in marine and land infrastructure would unlock and accelerate market opportunities. Without investment growth could take decades to become realised.



1

Sector	Evidence
General	http://www.maritimeuk.org/key-statistics/ http://www.homesandcommunities.co.uk/employment-densities-guide-2nd-ed http://www.imo.org/KnowledgeCentre/ShipsAndShippingFactsAndFigures/Pages/Default.aspx https://www.gov.uk/government/publications/national-policy-statement-for-ports http://webarchive.nationalarchives.gov.uk/20090104005813/http://www.dft.gov.uk/about/strategy/transportstrategy/eddingtonstudy/
Agriculture (Agribulk, recycled commodities & other cargo)	https://www.pancanal.com/eng/index.html https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/271615/Reg_Acc_stats_Jan14.pdf
Cruise	http://www.europeancruisecouncil.com/MediaRoom.aspx
Ship repair & enhanced vessel services	http://www.portland-port.co.uk/business/Ship-Repair-Yard-Opportunity
Offshore Wind, Marine Renewables & other energy	http://www.invest-in-bretagne.org/industrial-development-supported,370-.html http://www.renewableuk.com/en/publications/index.cfm/Maximising-the-Value-of-Marine-Energy-to-the-UK https://www.gov.uk/government/news/south-west-makes-splash-as-first-marine-energy-park

Portland Port

The port offers connection to multiple markets and sectors		
Agriculture, Recycled Commodities and other cargo	The south west region offers greatest value to the UK bringing in £million in terms of livestock output. Portland Port already has the capability to handle the agribulk imports essential to the continued success of this market. Thinking ahead, the current expansion of the Panama Canal will revolutionise international maritime trade and put Portland on the map in cargo handling terms. Due to its vast expanse of deep and sheltered water Portland can handle the increased vessel traffic and larger vessels that this expansion project will generate however investment in maritime infrastructure is required to realise the real opportunity which is the export of agricultural produce such as meat and dairy products. The same investment will benefit other sectors for example the vital importance of treating our waste material as a 'resource' is fast becoming embedded in our everyday thinking and there is significant global economic opportunities in recycled commodities.	<i>'The enlargement of the Panama Canal will govern shipping for decades to come and put Portland on the map in cargo handling terms. Due to climatic conditions and large areas of farmland in close proximity to Portland the port is strategically placed to facilitate the import of essential raw materials and enable the subsequent export of the finished product to the world market. Government investment will put the Dorset economy and beyond at the centre of future growth in the Agriculture sector.'</i> Frank Nickel, Mercury Commodities Ltd
Cruise	The Europe cruise market commands 30% of the global market. The number of people who chose a cruise holiday in Europe has more than doubled in the last decade and attracted nearly a million passengers from outside Europe. It created more than 11,000 new jobs last year and now generates employment for more than 326,000 people across Europe. Portland Port is now the leading cruise port in the South West and proud winner of Cruise Insight Magazine "2013 Most Improved Destination" award with cruise lines attracted by the deep water, unrestricted access, handling capability at berth and the proximity of the port to nearby world class attractions. The value to local economy in terms of passenger and crew spend is currently estimated at £1.34 million and with investment marine infrastructure which would open up the port to in excess of 95% of the global cruise fleet this could increase spending to in excess of £3.35 million by the end of the decade. (Based on CLIA Europe).	<i>"Crystal Cruises have used Portland Port since 2010 and have been regular visitors ever since. We have been impressed by the proactive management approach we have experienced and the range and scope of excursion options for our guests. Portland Port is a relative newcomer to the cruise sector but with the right investment the future opportunities open to the port are vast".</i> John Stoll, Vice President Land Programs, Crystal Cruises

Enhanced Vessel Services & Ship Repair Yard	Portland is a 'service station of the seas' where vessels can fuel up, take on freshwater, have an 'MOT' or undertake repairs. Capitalising on a highly beneficial geographic location along the English Channel coast, proximity to Europe and the main European hub of Rotterdam and Antwerp, its near to unique harbour with deep, sheltered and exceptionally clear waters the port is already a major player in Europe. A major commercial shipyard at Portland is a big opportunity and an obvious next step. Discussions are on going with key international operators who recognise the opportunity. Government investment in the already consented facility complete with Floating Dry Dock would help secure this for the UK.	<i>'As we rebalance the economy and try to compete in the global race we really need things like ship building and ship repair to prosper in Britain and no where better than Portland which already does a fantastic job and could do more'</i> Oliver Letwin, MP for West Dorset and Minister for Government Policy
Offshore Wind, Marine Energy & other energy opportunities	Our strategic location and deep and sheltered water coupled with government consent for major expansion places us as a hub port to support the offshore wind and marine renewables industry. With a particular opportunity in the provision of foundations to nationally significant offshore wind projects in the English Channel and North Sea significant financial investment in infrastructure and political support would enable Portland Port to compete with European ports in France, Belgium and Denmark. Politically the UK are in a strong position to secure this business as other main components will most likely come from outside the UK. The investment has significant long term prospects thinking ahead to floating wind as turbines get bigger and move to deeper water and to marine renewables. The Marine Energy Programme Board chaired by Rt Hon Greg Barker MP, Minister for state, DECC described in February 2014 a "once in a lifetime opportunity to build a new energy sector which would deliver employment and business benefits within the UK by supplying the domestic market, as well as exporting abroad." The designation of the South West Marine Energy Park in 2012 has helped to cement the UKs position as the centre of the emerging global industry. As tidal technology develops and moves from demonstration and testing to commercial scale projects, Portland Port is well placed to facilitate this unprecedented opportunity with one of the UK's best resources off Portland Bill. This is particularly attractive due to its close proximity to the port and to grid connection. With government supporting a light touch approach that seeks to market the resource and de-risk the opportunity this entirely complements the wider programme that could see Portland supporting commercial scale development off the Dorset and south west coast, Channel Islands and France. The port already has experience with other energy sectors and continues to pursue opportunities in parallel.	<i>'We are fully supportive of Portland Port's ambitions to secure themselves as a hub port to the offshore wind and marine renewables industry. This is consistent with our number one corporate priority which is to secure a thriving local economy and at the same time ensures we are doing our bit to help the UK deliver its national infrastructure programme'</i> Cllr Mike Goodman, Leader of Weymouth & Portland Borough Council <i>"We have a once in a lifetime opportunity to build a new energy sector which would deliver economic benefits within the UK, as well as exporting abroad. Dorset offers some of the best tidal resource in the UK, which coupled with its close proximity to Portland Port and good grid connection makes it an attractive proposition to invest in".</i> Peter Kydd, Chairman, South West Marine Energy Park

Portland Port

Portland planning and legal consents are summarised as follows:

- **IN EXCESS OF 35 HECTARES OF KEY EMPLOYMENT LAND** recognised in the Local Plan. Planning permission for industrial and port type uses including permitted development powers for certain types of projects.
- **17 HECTARES OF NEW QUAYSIDE DEVELOPMENT LAND AND FACILITIES** enabled by a fully consented harbour revision order and awaiting funding to build;

Having secured consent to enable major infrastructure investment the next obvious step would be to enter into a competitive tender process with the major contractors and development could start after that. In terms of match funding this could be available immediately in the case of certain projects whilst other projects would be dependant on a government commitment to financial support thus enabling us to secure private investment from interested parties in the sectors to which the funding relates.

Item	Activity	Investment
Marine Infrastructure including Berths, Jetties & Piers	M1. Improvements and extension of Coaling Pier outer berth	£3m
	M2. Queens Pier improvements including new Floating Dry Dock	£15m
	M3. Upgrade of Coaling Pier Deep-water Berth	£5m
	M4. Coaling Pier Phase 1 HRO Works	£20m
	SUBTOTAL	£43 million
Land Estate including Infrastructure & Buildings	E1. Refurbishment of Original Engineer's Office & FOST Building	£1.5m
	E2. Enhancement of Crane Berth on Inner Breakwater	£0.25m
	E3. Site preparation works at New Quay & Britannia Quay	£2m
	E4. Reinstatement of historic estate infrastructure including roads, utilities and services linking creating ready to develop connected sites	£3m
	E5. Basic substructure including groundworks/ foundations	£7.5m
	E6. Basic Superstructure including warehousing	£7.5m
	SUBTOTAL	£21.75 million
Other	O1. Marketing & De-risking tidal demonstration/ generation site off Portland	£2.5
	O2. Environmental Enhancement (Heritage & Nature Conservation) associated with delivering development programme	£1m
	SUBTOTAL	£3.5 million
		£68.25 million

Milestones: Management and Evaluation for Dorset Growth Hub interventions

There are a number of evaluation measures that are commonly used in the port sector. These could include:

1. Ship Arrivals
2. Unlocked Land
3. Direct jobs
4. Annual Passenger Numbers
5. Annual Cargo Tonnage Handled

The following estimates are given for cruise calls and passenger numbers to give an indication of what might be achieved with investment in the cruise berth.

Year	No Marine Infrastructure Investment	With Marine Infrastructure Investment
	Calls/ Passengers	Calls/ Passengers
2014	20/ 24000	20/ 24000
2015	25/ 29000	25/ 29000
2016	25/ 29000	28/ 35000
2017	27/ 32000	33/ 44500
2018	28/ 33500	40/ 60000

Milestones can be worked up for all markets based on key evaluation measures but will be dependant on how much funding is secured and where it is directed.

SUMMARY OF INVESTMENTS

	2015/16	2016/17	2017/18	2018/19	2019/20	Is the funding secured / agreed?
Support Required from Local Growth Fund	11.225	5.475	7.975	7.225	2.225	N/A
Private Investment	11.225	5.475	7.975	7.225	2.225	

Portland Port

SUMMARY OF OUTPUTS

	2015/16	2016/17	2017/18	2018/19	2020/21	TOTAL - extra
Direct Jobs						
Full Time ²	267	1067	1600	2133	2666	2666
Unlocked land (Hectares)	2	8	12	16	20	20
Unlocked land (Hectares)	2	6	4	4	4	20
If project unlocks development land identify number of jobs accommodated	267	800	533	533	533	2666
FDI (Foreign Direct investment attracted) £millions	8.98	0.5	4	4	0.5	17.98
Skills programme uptake (numbers of trainees/ apprentices)	0	0	0	0	0	0
Rents to be received by the project lead organisation £millions NOTE - (50% @ £40/sqm and 50% @ £20/sqm once project established - a reduced rent factor has been applied across all years to account for start-up)	1.19	2.94	5.39	8.96	12.67	12.67
Revenues to be received by the project lead organisation £millions NOTE - (£0.3m/ha/yr once project established - a reduced revenue factor has been applied across all years to account for reduced start-up factor)	0.42	1.68	2.52	3.36	4.2	4.2
Of total revenues estimated amount value of exports to outside UK Assumed 20%	0.08	0.34	0.5	0.67	0.84	0.84
Visitor numbers NOTE (2014 show 24000 passengers)	24000	29000	35000	44500	60000	192500
New international visitors to the LEP region NOTE (99% international based on own assessment using 2014 data)	23760	28980	34650	44055	59400	190845
New Domestic visitors to the LEP region NOTE (1% domestic based on own assessment using 2014 data)	240	290	350	445	600	1925
New businesses (relocations in the LEP region)	0	0	0	0	0	0
New business start ups	0	0	0	0	0	0
New homes (if relevant to the scheme)	0	0	0	0	0	0

- **Talented Dorset** - the British Ports Association co-sponsored study (Oxford Economics, 2013) and its two sister studies consider the economic impact of the wider UK maritime services sector of which ports are a fundamental part. In terms of employment, ports in England are responsible for 75,800 direct employees and, when indirect and induced figures are included, the total rises to just under 311,000. Labour productivity remains high relative to the UK average. Gross Value Added (GVA) per worker averaged over £67,400, nearly 40% higher than the UK economy-wide average of £48,400. The employment and skills that we aspire to deliver offer opportunities for young people, will increase the skill levels of the current and future workforce and are created in one of the most deprived areas of Dorset and the UK thus tackling worklessness, welfare and poverty;
- **Competitive Dorset** - Dorset LEP is committed to creating a global hub for trade and international business and Portland Port has been identified by the Dorset LEP as a focus for priority action to achieve its objectives and boost business in Dorset. The essential role of ports in the UK economy is discussed in the National Policy Statement for Ports (published February 2012), which makes the point that by virtue of our long coastline and maritime history, it is the largest such industry in Europe. 95% of imports and exports by volume, and 75% by value still pass through the country's ports. Also, for an island economy, there are limited alternatives available to the use of sea transport for the movement of freight and bulk commodities. This proposal is designed to deliver upon Dorset's ambition to create a global hub;
- **Connected Dorset** - We live in a global society which is supported by a global economy – and that economy simply could not function if it were not for the ports and shipping industry without which, intercontinental trade, the bulk transport of raw materials and the import/export of affordable food and manufactured goods would simply not be possible. The sheltered and deep water and facilities Portland Port offers, adjacent to one of the busiest shipping lanes in the world, secures Dorset on a global map as a gateway for import and export of goods in and out of the UK thus complimenting Dorset's wider transport offering;
- **Responsive Dorset** - Portland Port creates an environment for enterprise to flourish hosting leading British and foreign business and enterprise. With existing capability in core port functions, ship building, maintenance and repair, defence, advanced and marine engineering, renewables, energy it is well placed to deliver so much more. By bringing together groups of related businesses within and around the estate, ports create a cluster effect, which supports economic growth by encouraging innovation and the creation and development of new business opportunities thus making Dorset all the more responsive.

² Direct Jobs - Construction	140	80	80	70	10
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Gillingham Southern Extension



Approach to growth

The Gillingham Southern Extension will deliver about 1,800 homes (1,240 by 2026), 35% of which will be affordable. Local planning also makes provision for a 9-hectare extension of Brickfields Business Park. Together with the implementation of the planning permission for a new UK HQ building for Sigma Aldrich (a global life science and technology company), this would deliver space to accommodate in the region of 1,500 jobs.

The road network at Gillingham is at capacity and requires improvement to enable any development (over and above the Sigma Aldridge UK HQ building) to go ahead. Other significant infrastructure, including a local centre, sports pitches and open space is also required. A (2009) growth study for Gillingham identified an infrastructure bill for a 'southern extension' of £36.5 million¹.

Gillingham has the highest level of need for affordable housing in North Dorset. Figure 7.3 on page 22 of the 2012 SHMA <https://www.dorsetforyou.com/media.jsp?mediaid=148217&filetype=pdf> shows that 128 of the 387 affordable units required annually were at the town. However, the viability of affordable housing provision is an issue since residual land values are

lower in Gillingham than elsewhere in North Dorset at a range of different housing densities and levels of affordable housing provision, as set out in the District-wide viability report, <https://www.dorsetforyou.com/media.jsp?mediaid=148217&filetype=pdf>.

In order to deliver a sustainable urban extension, support is required both to deliver the infrastructure needed to support growth (in particular the transport improvements and the local centre) and the affordable homes required to meet high levels of need identified. Early delivery of the required transport improvements would enable the further employment development (over and above the Sigma Aldrich UK HQ) and the proposed housing to come forward more quickly.

Delivery

Developers are currently working on the MPF with a view to the Council agreeing the content prior to the examination of the Local Plan Part 1 in summer / autumn 2014. Policy 21 states that the MPF should include a 'phasing plan and associated implementation strategy' setting out the points at which different items of infrastructure need to be delivered to support growth. It is likely that outline planning applications would be prepared at the same time. Having resolved many of the site-based issues through the MPF process, it is envisaged that subsequent planning applications could be determined more quickly with the first homes being delivered onsite in 2016/17.

The relevant local plan pre-submission Document was published in November 2013. Having completed public consultation in January 2014, it is intend to submit the Local Plan to the Secretary of State in May 2014. The landowners and developers with an interest in the site have formed a consortium to take forward proposals for its development. The proposed new UK HQ building for Sigma Aldrich has planning permission.

Scalability

The Local Plan seeks to optimise the potential of the land to the south of Gillingham to deliver homes and jobs. Any reduction in the amount of housing or employment land would be likely to reduce the level of residual funding available to deliver the infrastructure (particularly transport infrastructure) required to support growth. There is some flexibility with regard to affordable housing, since the level of provision will be subject to a site-based viability assessment. However, delivery at a percentage significantly below the target of 35% could result in some of the high level of need for affordable housing not being met.

¹ The growth potential of Gillingham was examined in a study produced by Atkins in 2009 <https://www.dorsetforyou.com/media.jsp?mediaid=147773&filetype=pdf>

Policy 21 – Gillingham Strategic Site Allocation appears in this section of the Local Plan Part 1 <https://www.dorsetforyou.com/media.jsp?mediaid=190239&filetype=pdf>

The rationale behind the selection of sites for development at the four main towns in North Dorset is set out in the Market Towns Site Selection Background Paper, produced in November 2013 <https://www.dorsetforyou.com/media.jsp?mediaid=190447&filetype=pdf>. Gillingham is discussed in Section 6, from Page 36 onwards.

The HCA's Advisory Team for Large Applications (ATLAS) has been involved in taking forward the policy for the site and facilitated a 'concept plan workshop' in March 2013 to inform both the SSA Policy and to provide a basis for working up the Master Plan Framework for the site. The 'concept plan workshop' is written up here <http://www.dorsetforyou.com/media.jsp?mediaid=186742&filetype=pdf>.

A neighbourhood plan is being produced for Gillingham and the proposed SSA is broadly supported by the community. ATLAS assisted in undertaking a visioning exercise for the neighbourhood plan, which is written up here http://www.gillinghamplan.co.uk/media/121125-Report_on_Gillingham_NP_visioning_workshop-Final.pdf



Gillingham Southern Extension

Contribution to strategy for growth

The southern extension to Gillingham is likely to deliver both homes and jobs which will help to make the town more self-contained. A neighbourhood plan is being progressed alongside the Local Plan and the Strategic

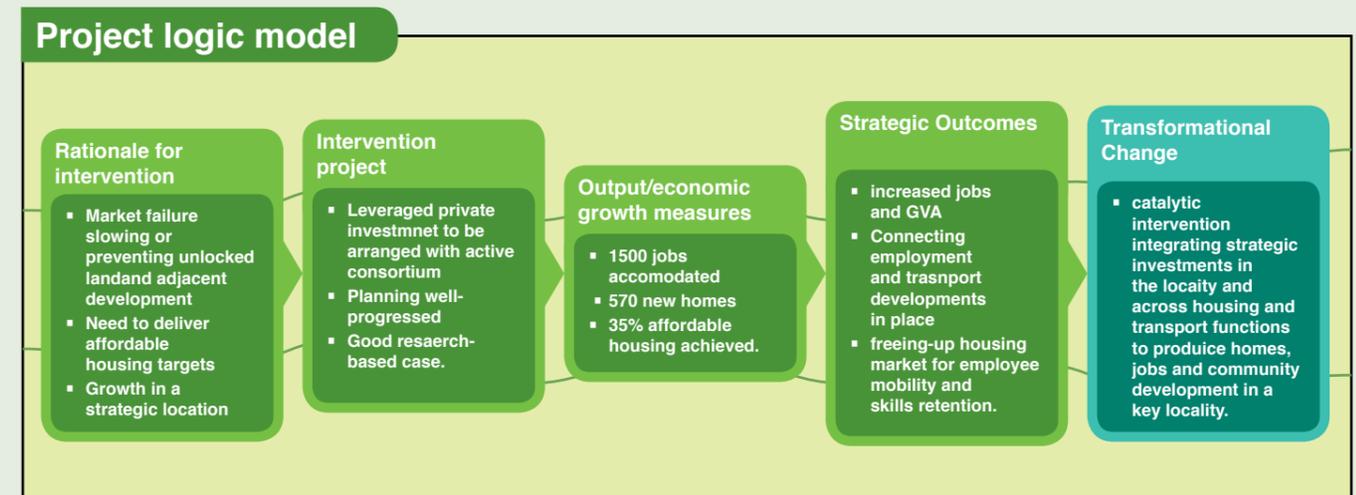
Site Allocation. This will ensure that the growth to the south is integrated into and supports the improvement of the town, particularly in relation to town centre regeneration and the creation of an enhanced green infrastructure network based on the three rivers that run through the town.

Milestones: Management and Evaluation

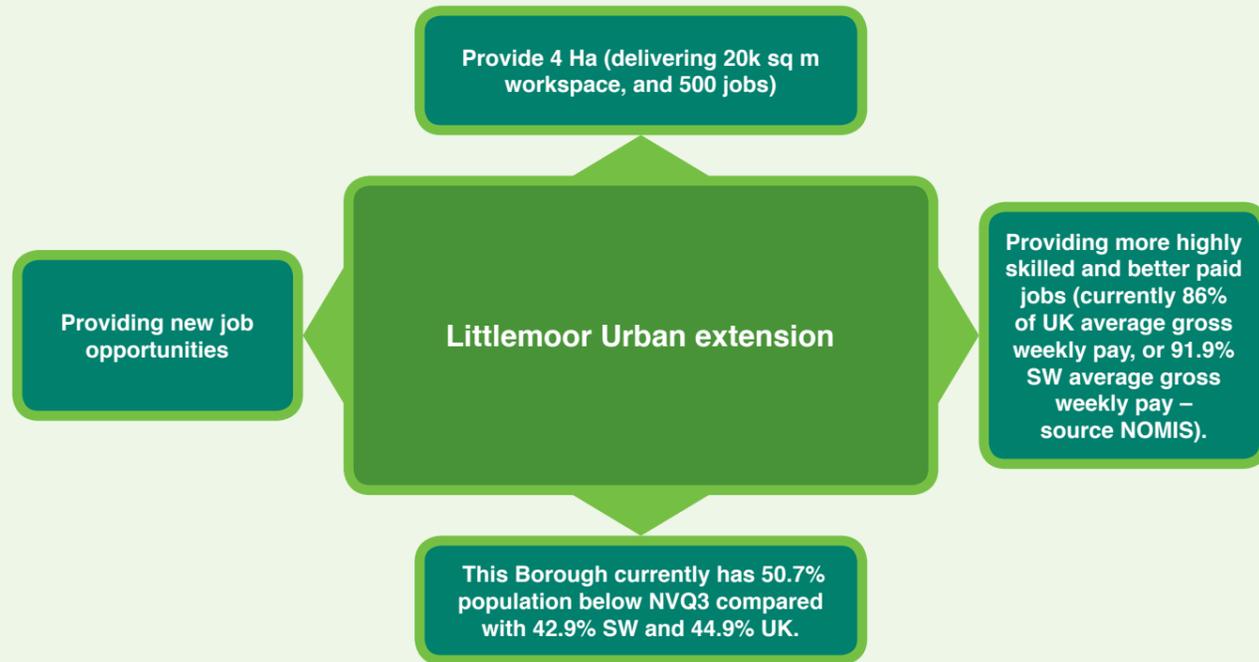
- The Local Plan Part 1 containing the SSA Policy will be adopted before the end of 2014. Developers will prepare and consult on a Master Plan Framework for the site prior to the examination of the Local Plan in summer / autumn 2014.
- Policy 21 in the Local Plan Part 1 sets out the 'brief' for the preparation (by developers) of a Master Plan Framework (MPF) for the site and for the evaluation of any subsequent planning applications. Once the MPF is in place, it will provide the basis for the evaluation of any subsequent planning applications. To aid the progress of applications, the Council also intend to produce guidance setting out the requirements for information to be included in applications at the outline and reserved matters stages.

SUMMARY OF OUTPUTS					
	2015/16	2016/17	2017/18	2018/19	2020/21
Direct Jobs	0	375	375	375	375
If project unlocks development land identify number of jobs accommodated	0	375	375	375	375
New homes (if relevant to the scheme)	0	130	150	150	140

SUMMARY OF INVESTMENTS						
	2015/16	2016/17	2017/18	2018/19	2019/20	Is the funding secured / agreed?
Support Required from Local Growth Fund	£0	£3 million	£3 million	£3 million	£1.5 million	N/A
Pre-committed Local Growth Fund (transport only)	£0	£0	£0	£0	£0	N/A
Local Authority	£0	£0	£0	£0	£0	N/A
Private Investment	To be determined: The build out of Gillingham Southern Extension will be supported by private investment from the consortium of developers with an interest in the site					



Littlemoor Urban Extension



Approach to growth

This investment will address some local barriers to growth in an area of deprivation.

The proposed development will unlock growth around a site at Littlemoor¹ by:

- providing new job opportunities.
- reducing unemployment in the area (the Borough experiences the claimant count highest levels in the LEP area).
- reducing the need for out commuting so reducing the areas carbon footprint.
- providing more highly skilled and better paid jobs (currently 86% of UK average gross weekly pay, or 91.9% SW average gross weekly pay – source NOMIS). This Borough currently has 50.7% population below NVQ3 compared with 42.9% SW and 44.9% UK.

Funding is being sought to ensure economic viability of the site and to bring forward the development for both employment land and housing. The site has been

identified through the assessment of employment and housing needs in the new draft West Dorset and Weymouth & Portland Local Plan (2013).

Full request is for design, land assembly and site servicing to then release development plots to the market for bespoke and speculative build. If required, a reduced scale solution could be negotiated; in preferential and sequential order, investment for:

1. Planning and legal consents.
2. Partial land assembly though CPO if necessary to deliver at least 33% of the employment allocation (4ha)
3. Full site design.
4. Initial servicing of assembled land to provide 4 Ha (delivering 20k sq m workspace, and 500 jobs)
5. Any required essential services diversions (overhead powerlines for example)

The site development proposed would be in the B Use Classes such as offices, workshops and industrial premises, storage and distribution warehouses and typical uses commonly found on industrial estates. A continuing supply of land and premises suitable

for employment uses will be needed to provide sufficient opportunities for employment needs locally, accommodating growth and to reduce the need to travel and promote economic growth and social inclusion.

The initial development appraisal indicates that significant work is likely to be needed to bring the site to an adequately serviced condition and unlock further investments.

• Utilities

The site is Greenfield there needs to be extensive work to bring appropriate utilities to the site. There are also overhead electric pylons cross the site. These would require rerouting around site or positioning underground. SEP funding would be deployed to introduce utilities and connectivity services to the site

• Infrastructure

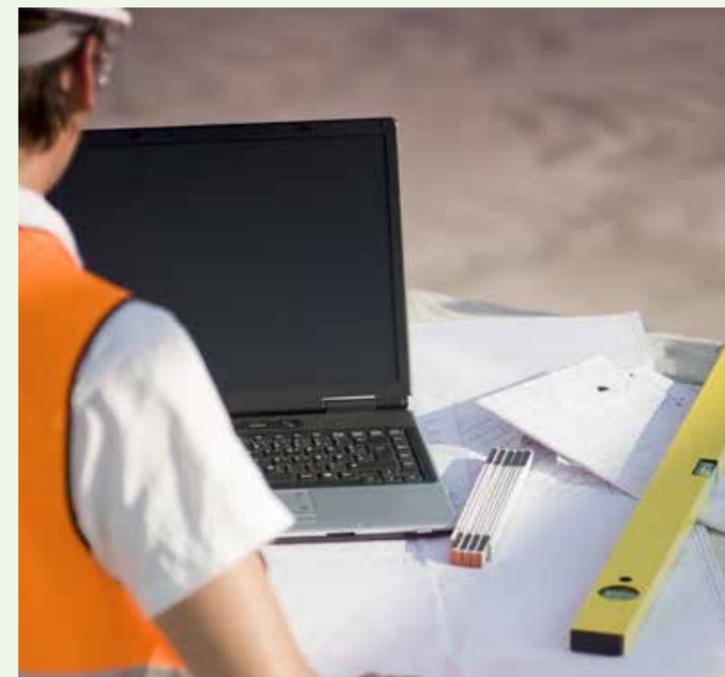
There is a risk that Littlemoor road could segregate development from the existing settlement but this could be addressed in the design and layout of development. To help integrate the two areas at Littlemoor, the existing service centre should be extended northwards to cover both sides of the road; the design must provide safe and attractive crossing points at street level, with an emphasis on controlling traffic rather than pedestrian and cycles so that the two communities can integrate successfully.

With the increase in housing at the site and the need for greener transport options, the public transport infrastructure and services will need improvement.

- The rail station at Upwey, on the main Weymouth/ Dorchester route, would need upgrading ensuring appropriate facilities and services are available.
- Bus services: there remain key issues relating to the frequency, directness, reliability and cost of bus services. Service levels reduce significantly in some areas in the evening.

LGF funding will address the design and layout of the development, connection to the existing highway and rail infrastructure and an extension to the cycle network connecting the site with other public transport hubs and work locations.

Any contracts associated with the development, and in the control of the public sector will encourage contractors to demonstrate local commitment through employment of local apprentices and engagement with local sub contractors.



¹ In 2008, West Dorset District Council (WDDC) commissioned a study to investigate the deliverability of the urban extension to Weymouth. The Weymouth Area of Search (AoS) encompassed all land adjacent to the Weymouth's urban area within West Dorset, and included land to the north of Littlemoor Road. The study was conducted in conjunction with the landowners in the Littlemoor AoS (the Littlemoor Development Consortium (LDC))

Littlemoor Urban Extension

Milestones: Management and Evaluation for Littlemoor Urban Extension

- 2014 – Commence planning and legal consents for the site
- 2015 – Undertake site preparations (for which SEP funding is sought for servicing of assembled land to provide 5 Ha of employment land through addressing utilities and infrastructure improvements)
- 2016 – Serviced Site available for developer
- 2017 – First phase of employment units delivering 23k sq m workspace and 500 jobs
- 2018 – Second phase of employment units delivering 23k sq m workspace and 500 jobs
- 2019 – Third phase of employment units delivering 23k sq m workspace and 500 jobs
- Total number of jobs 1,500 (FTE) December 2019

The master plan will need to be subject to a sustainability assessment, such as BREEAM Communities Assessment.

The main employment area will be designated as a key employment site and should be accessed directly from the Weymouth Relief Road

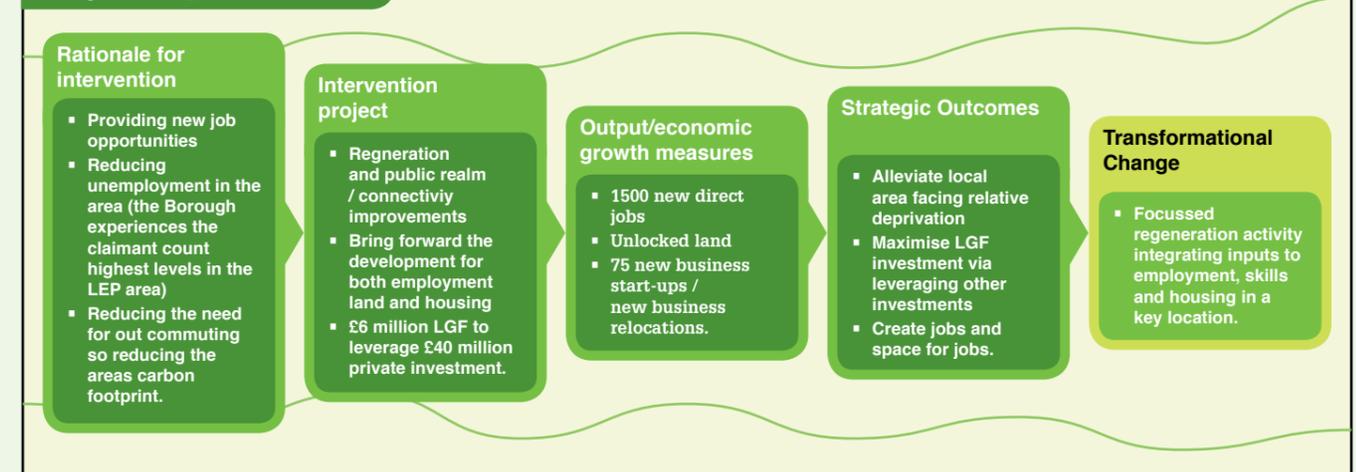
The evaluation of the project development will be through key milestones:

- Finance secured, including local growth fund
- Appropriate design and planning consents in place
- Land acquired
- Servicing contracts let
- Servicing of the employment sites commenced
- Detailed consents agreed for first workspace development(s)
- First development commenced
- First development completed and occupied

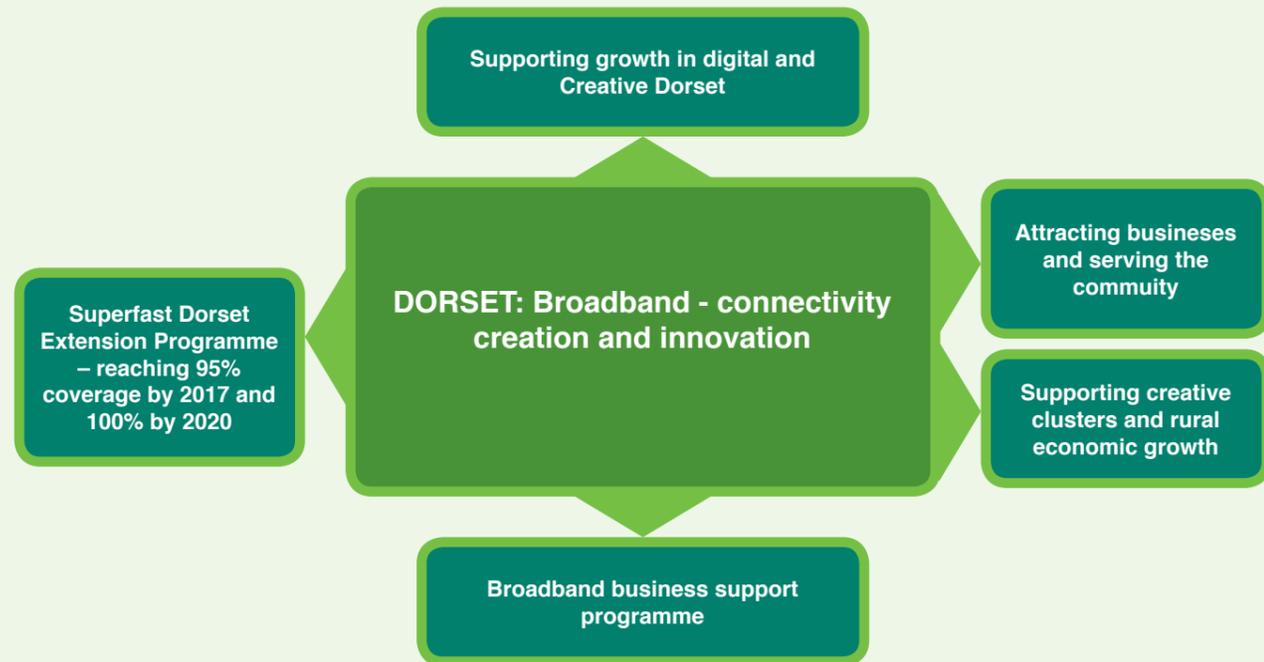
SUMMARY OF INVESTMENTS						
	2015/16	2016/17	2017/18	2018/19	2019/20	Is the funding secured / agreed?
Support Required from Local Growth Fund	3 million	3 million	0	0	0	No
Local Authority support	Level of investment not confirmed					No
Private Investment	0	10 million	10 million	10 million	10 million	No

SUMMARY OF OUTPUTS					
	2015/16	2016/17	2017/18	2018/19	2020/21
Direct Jobs	0	0	0	0	0
• Full Time	0	0	500	500	500
Unlocked land (Hectares) (as appropriate)	0	4	4	4	
If project unlocks development land identify number of jobs accommodated	0	0	500	500	500
New businesses (relocations in the LEP region) including expansions	0	0	15	15	15
New business start ups	0	0	10	10	10

Project logic model



Broadband Development



Approach to growth

We propose 3 projects: The rollout of superfast broadband infrastructure to the whole of Dorset (project 1 and 2) and the intensive business support to exploit this technology (project 3). This will ensure that Dorset communities and businesses fully benefit. Increasing demand for on-line business activity from Dorset customers will enable Dorset businesses to grow significantly and enhance the economy.

Broadband is fundamental to supporting local growth in a global economy. We propose to utilize LGF funding to drive forward the Superfast Dorset Extension Programme – extending our project to contribute to the Government’s target of reaching 95% coverage by 2017 and 100% by 2020. The UK Government announced in June 2013 an extension of its own target from 90% to 95%.

Addressing barriers to growth

Dorset’s high coverage of 95% superfast broadband availability masks a considerable remaining problem in rural areas. Superfast coverage in the intervention area is the much lower figure of 82%.

Current initiatives: Building on our Strengths

- Superfast Dorset (phase1) – A £32m programme delivering access to superfast (>24mbps) broadband to 95% of Dorset’s properties by 2016. 97% of Dorset’s properties will have access to fibre infrastructure by the end of the programme.
- DCLG and South West Local Authorities have contracted Peninsula Enterprise to operate the £11.3million ERDF Superfast Broadband Business Support Programme across the South West (excluding Bristol, Swindon and Cornwall). In Dorset, WSX is delivering a £1,015,771 programme of business support running from April 2012 to March 2015. The programme provides information, advice and intensive support to eligible businesses, enabling them to exploit the benefits of superfast broadband.
- A LEP funded business support project running until December 2014, supports the ineligible businesses.

Intervention and headline outcomes

Superfast Dorset Extension Programme

- We aim to reach 100% coverage. The European Union has announced a policy objective to achieve 100% coverage by 2020. In Dorset, this will mean addressing a final 5% of properties without access to superfast broadband. The Government is currently exploring options for achieving 99% coverage across the whole country.
- To exploit digital infrastructure development we need to deliver skills and orientation to Broadband and its potentials for supporting commerce and creative local developments.

Delivery

- Broadband business support programme will remain central to making the most of this priority investment and driving growth: Dorset’s existing business support programme Superfast Business finishes March 2015. It has provided an excellent template and initial networking from which to extend a longer programme in line with the infrastructure rollout to reach more businesses at the time when they can best benefit from the support

Scalability

BDOUK funding needs to be matched from local sources. Dorset’s indicative allocation is £770,000 but central Government will provide more funding if local sources can match it. Availability of Growth Funds will enable us to go further, faster.

- A reduction in LGF funding will reduce the level of BDOUK match funding, which in turn will limit the extent of the phase 2 infrastructure rollout.
- Without LGF funding businesses ineligible to access ESIF (ERDF) funding, will not be supported.

Contribution to strategy for growth

These projects will impact:

Talented Dorset

- Upskilling in the use of broadband
- Access to on-line training

Competitive Dorset

- Greater business efficiency
- Access to new markets



Broadband Development

Connected Dorset

- Faster and more reliable broadband is central to the Connected Dorset theme: “to improve electronic and physical connectivity throughout Dorset, particularly through high speed broadband.”

Social Inclusion

- Providing better communication to the more rural and socially isolated members of the community, enabling them to access information and services on-line where is it difficult to otherwise access.

Responsive Dorset

- Address the needs of the community and business for better, more reliable broadband connectivity.

Milestones: Management and Evaluation for Dorset Growth Hub interventions

- By 2017 95% access to Superfast Broadband (Dorset will meet this by 2016)
- By 2018 99% access to Superfast Broadband (Needs further investment)
- Also European target of:
- By 2020 100% access to Superfast Broadband (plus 50% access to ultra-fast broadband of 100Mbps+)

In detail:

- 1 and 2. Projects designed and specified to connect the remaining c15,000 premises not currently scheduled for connection through the Superfast Dorset programme.
- 3. Based on the existing programme Superfast Business could continue to provide (per year) additional information to 3,320 Dorset SMEs, and hold events that are attended by a further 474 Dorset SMEs and provide 12 hours of individual help to 161 more SMEs.

Projected investments						
	2015/16	2016/17	2017/18	2018/19	2019/20	Is the funding secured / agreed?
Support Required from Local Growth Fund						
1. Superfast Dorset Extension Programme	£0.05m	£1.05m	£2.05m	£2.05m	£2.05m	£7.25m
2. Reaching 100%	£0.05m	£0.05m	£0.05m	£0.05m	£0.05m	Details of programme not yet confirmed by central Government
3. Business support	0	0	0	0	0	See ESIF funding (below)
1. Local Authority	0	TBC	0	0	0	Local authority match funding also being sought

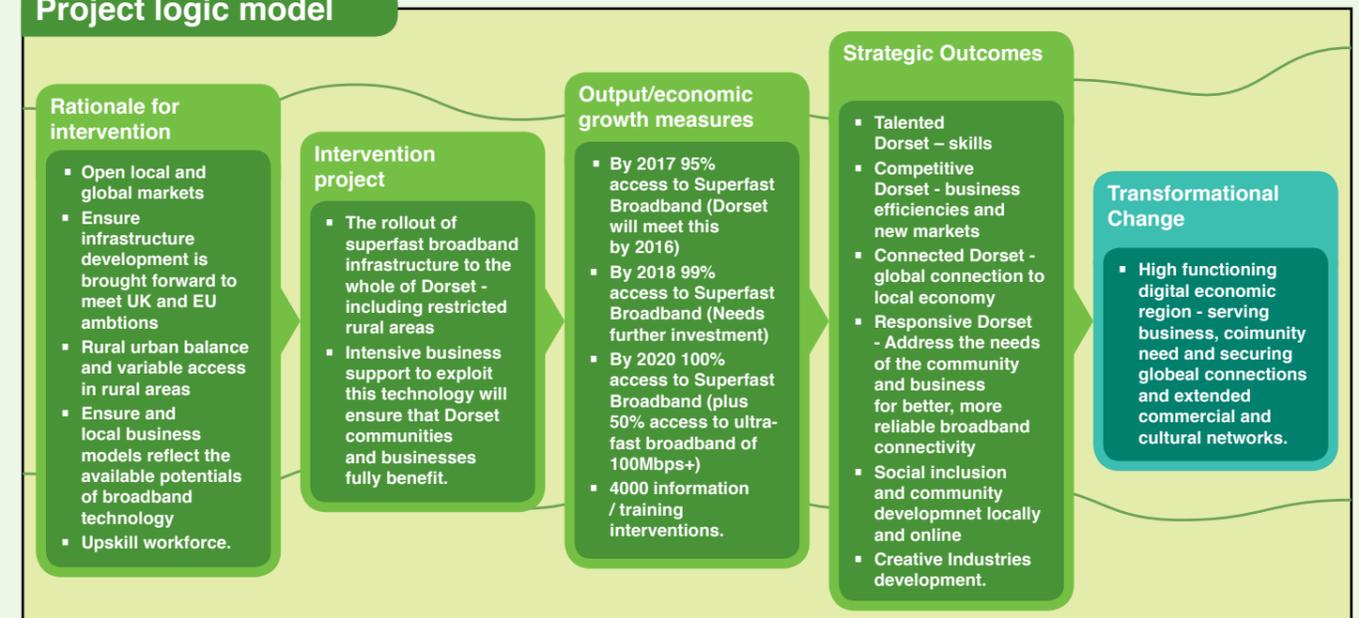
Projected investments (continued)						
	2015/16	2016/17	2017/18	2018/19	2019/20	Is the funding secured / agreed?
2. BDUK Funding	0	0	0	0	0	Dorset's funding plan under development (by June 2014)
3. ESIF Funding	£0.2m	£0.2m	£0.2m	£0.2m	£0.2m	Details of programme not yet confirmed by Government
						To apply for £1m from ESIF funding allocation

Projected Outcomes

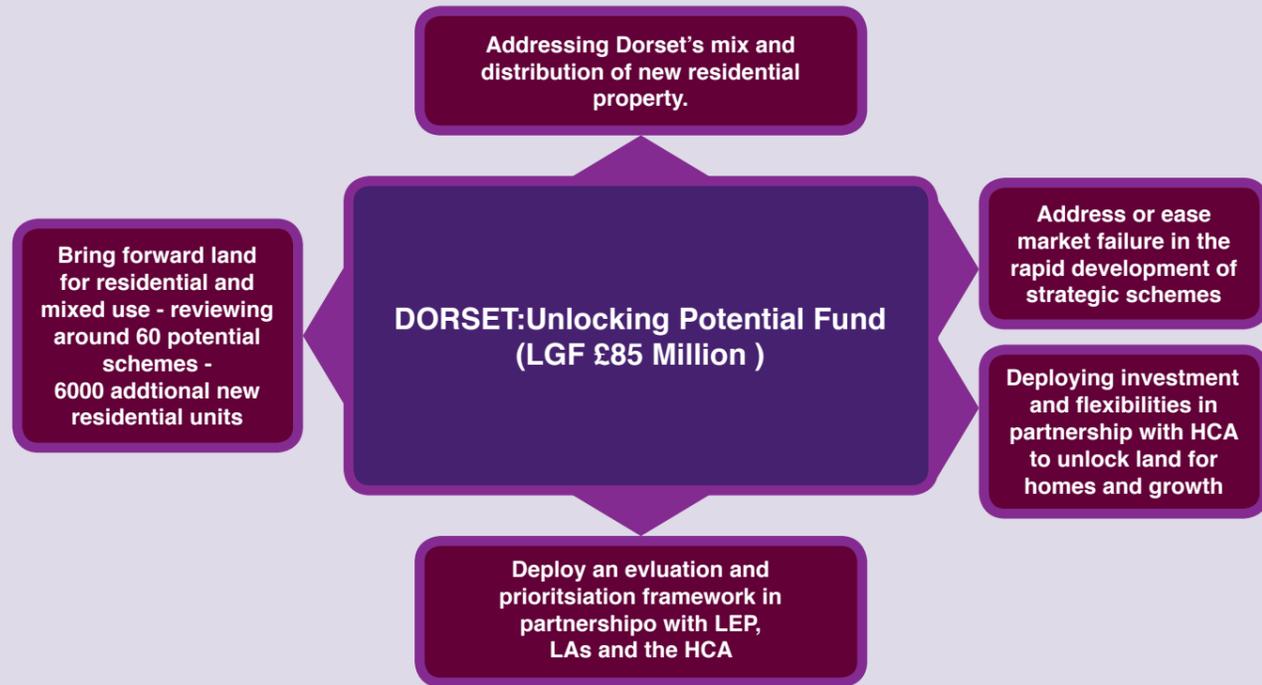
Net GVA uplift from the existing £1m business support programme in Dorset is calculated at £2.8m. Exploitation of Superfast Broadband will allow Dorset's enterprises to:

- Improve the efficiency & competitiveness of the business.
- Expand their customer base, and access new markets.
- Up skills their workforce in the use of this technology.

Project logic model



Housing



Introduction

Dorset's response to shortages of appropriate types of housing across the economic region includes a proposal to utilise £85 Million LGF funding to accelerate key planned housing developments. This will support and be supported through a new approach to major planning applications focussed on growth; unlocking space, enhancing local place-making, developing communities and supporting the realisation of local economic potential.

The strategic work outlined below is supported by a partnership led by the LEP and involving all the local authorities along with the Homes and Communities Agency (HCA).

What we are aiming to achieve

The LEP will lead a process, supported by the local authorities and the HCA, to commence delivery of up to over 6000 new homes throughout Dorset over the coming five years.

This target is over and above that which would be delivered without the support of the LEP, the government and other partners including Housing Associations. The active engagement and investment input of housing associations is planned to be a major component in

delivering our plans.

The sites, along with the number of homes to be developed and other information are presented in Table X.

The opportunities we aim to realise

Our efforts will focus on two categories of sites where there is clear potential to commence development but where this is frustrated. These are sites where:

- there is a planning permission in place and where the owner/developer is keen to proceed but specific barriers are preventing this such as up-front infrastructure costs leading to a viability gap that is understood
- the planning policy provides for housing and other related development, such as employment, and where the owner developer is keen to proceed but specific barriers are preventing this such as up-front infrastructure costs leading to a viability gap that needs more investigation

The issues we plan to tackle

Up-front infrastructure costs are a key barrier in all cases. These include costs for site remediation and access. The fact that these costs have to be met up-front by owners/developers is a key barrier. The costs of raising finance to deal with these issues are simply too high to enable owners/developers to implement their plans.

None of the sites identified will be developed in the next five years if these barriers cannot be tackled.

What Dorset LEP is asking for:

Our strategy includes a commitment towards accelerating the development of 6,080 (over 6,000) homes. This delivery, and the multiple benefits to growth entailed to more rapid housing market development depends upon investment. Detailed planned and prioritised costings (see table x) support a proposal for £85M (£26m + £59M) in financial support to enable this to happen, via in a mix of loans and grants but primarily via investment on a recoverable basis.

These funds are aimed at meeting the up-front infrastructure and site condition costs faced on specific sites detailed in Table 1 over and above costs that can be met by S106 and Community Infrastructure Levy contributions.

It is being assumed that most funds would be provided via the HCA on a case by case basis and would take the form of a "roof tax", that is a nil interest loan payable at the points of sale.

Dorset LEP is also asking for financial support from the HCA towards the costs of managing the programme – specifically for the costs of a programme manager (£75,000 pa or five years) and a contribution to the costs of carrying out viability assessment work on the sites identified so that this work can be brought forward.

The HCA is asked to provide and prioritise support that can be offered to this programme by the ATLAS service.

The contribution by Housing Associations and affordable homes

The LEP expects that approximately 20-25% of the homes delivered in this programme will be affordable.

The Housing Associations working in Dorset will contribute capital funds to the programme on a case by case basis.

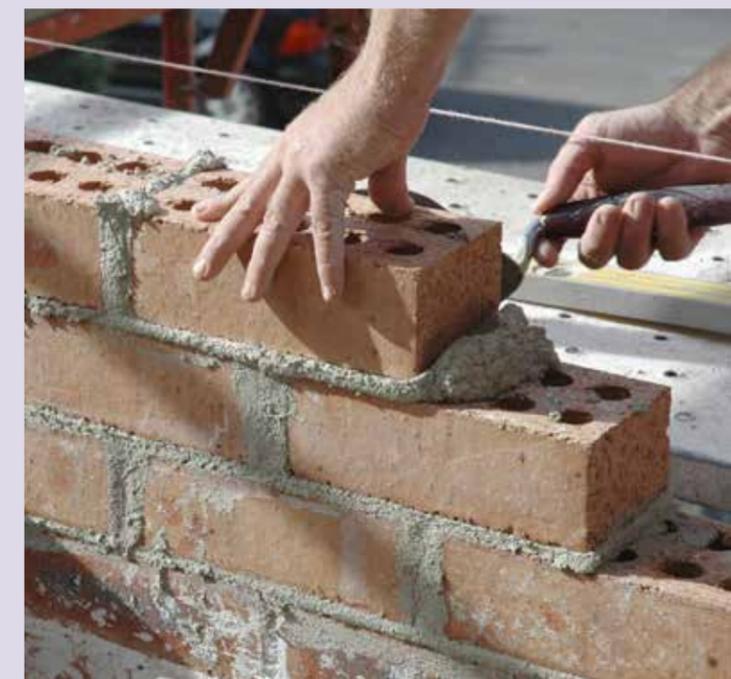
The governance arrangements proposed to support this work

Dorset LEP is establishing a Growth Board to lead and drive this work forward.

The Board will be supported by the Leaders and Chief Executives of all local authorities in the LEP area who will collaborate with each other and other partners to deliver this programme.

The Board will be supported by the Strategic Housing Group - a group of officers from the local authorities in the LEP area.

The request for financial assistance towards the costs of a programme manager is intended to add to the officer



Housing

capacity in the LEP and local authorities which is sorely stretched and, without this support, is not able to deliver this programme.

Housing associations

The proposed intervention will alleviate impacts on younger demographics, employees on low wages seeking to establish homes and careers in a region where house prices have continued to rise.

The Housing Associations working in Dorset will contribute capital funds to the programme on a case by case basis. The LEP has active partnerships with Housing associations. For instance we work in active partnership with the South West Housing Association Influence and Leadership Organisation (SW HAILO)

SW HAILO is a group of eleven chief executives of south west leading housing associations who are actively developing new affordable homes and who each have over 8,000 homes in management over a large geographical area in the south west region. The eleven housing associations which make up SW HAILO own and build homes across all of the south west counties, from Cornwall to Gloucester, across to Swindon and into Dorset. These organisations have significant lobbying, influencing and networking expertise. In summary some key facts on SW HAILO include:

- Combined turnover - £900m
- Homes in management - 201,000
- Homes in development to 2015 - 13,200

Regional overview (SW including Dorset): Housing Associations

- Across the South West, 21,500 new households are expected to form each year between 2013 and 2021
- In 2012/13 13,460 new homes were completed in the region - 2,827 by housing associations
- Private rents are expected to rise by 40% in the South West by 2020 - ahead of the national average (39%)
- The average house price in the region in 2012 was £225,001 - 55% higher than the average for 2002. Wages in the South West have risen by just 26% over the same period
- Every new home built in the South West adds £77,000 to the regional economy
- 1.8 jobs are created directly and in the wider regional economy for every new home built in the South West.

SOURCES: Home Truths NHF 2013/14

- Household population projections by district, England, 1991-2021, interim 2011-based – Department for Communities and Local Government (DCLG) April 2013 Live Table 253, Permanent dwellings started and completed, by tenure and district – DCLG
- 2012/13, combined with Homes and Communities Agency (HCA) completions data Simple average house prices – Land Registry data
- Annual Survey of Hours and Earnings (ASHE) – ONS 2002, and 2012 provisional results
- Projections for the National Housing Federation – Oxford Economics 2013
- Young Adults Living with Parents in the UK – ONS 2013
- Economic impact database, Centre for Economics and Business Research (CEBR) for National Housing Federation, 2013
- Housing benefit statistics (Stat-Xplore) – Department for Work and Pensions (DWP)
- Survey for National Housing Federation – ComRes 2013

Project logic model



Housing

LEP Housing Bid

		Site	Employment	Housing	Number of Employment Jobs	Construction jobs	Total number of homes
Housing and Employment, or Housing	North Dorset	Land east of Shaftesbury	X	√	X		470
		Blandford Brewery	√	√	420		195
	Borough of Poole	Land off Verity/ Kellaway	X	√	X	240	120
		West Quay Road	√	√	600	200+	96
	Christchurch	217-225 Barrack Road	X	√	X	68	34
	Weymouth and Portland	Hardy Complex (Comer Homes)	X	√	X	768	384
Housing and Employment, or Housing	Bournemouth BC	Bury Court	X	√	X		100
		St Stevens Road	X	√	X		15
		Durley Road	X	√	X		45
	North Dorset	Urban extension	√	√	1500		1800
		Livestock market	X	√	X		100
	East Dorset	2 x New Neighbourhoods	√	√	50	940	470
	Borough of Poole	Power Station	√	√	1030	530	1150-1350
	Weymouth and Portland	Urban extension	√	√	1500	1000	500
		Weymouth Town Centre	√	√	700	800	400
	Employment Only	North Dorset	Land South of A30	√	X	980	
North Dorset Business Park			√	X	880		
Shaftesbury Lane			√	X	640		

Category	LEP funding	Form of funding (Loan/ Grant)	Loan repayment principle/ mechanism	Delivery Timescale without LEP	Delivery Timescale with LEP
A	£3m	Grant	X	viability dependent	2015/16
A	£3m	Grant	X	viability dependent	2015/16
A	£1m	Loan			
A	£9m	Loan			
A	£500k	Grant	X	5 years +	2015/16
A	£9.5m	Grant	X	Possibly 2018/19 start	2015/16 start
	£26m				
B	£2.5m	Loan/Grant		Start 2015	Start 2015
B		Loan/Grant		Start 2015	Start 2015
B		Loan/Grant		Start 2015	Start 2015
B	£10.5m	Grant	X	Viability dependent	start 2015/16
B	£1m	Grant	X	Viability dependent	start 2015/16
B	£4m	Loan	CIL/DCC Transport	Possibly 2015/16	2015/16
B	£25m	Loan - £5m per yr up to yr 5	Payback over 10 years (from year 5)	Unknown	Start within 5 years
B	£6m	Grant		Possibly 2017/18 start	2016/17 start
B	£10m	Grant		Possibly 2017/18 start	2017/18 start
	£59m				
A	£2m	Grant	X	viability dependent	Start 2015/16
A	£1m	Loan	Occupation	viability dependent	Start 2014/15
A	£2m	Grant	X	viability dependent	Start 2015/16

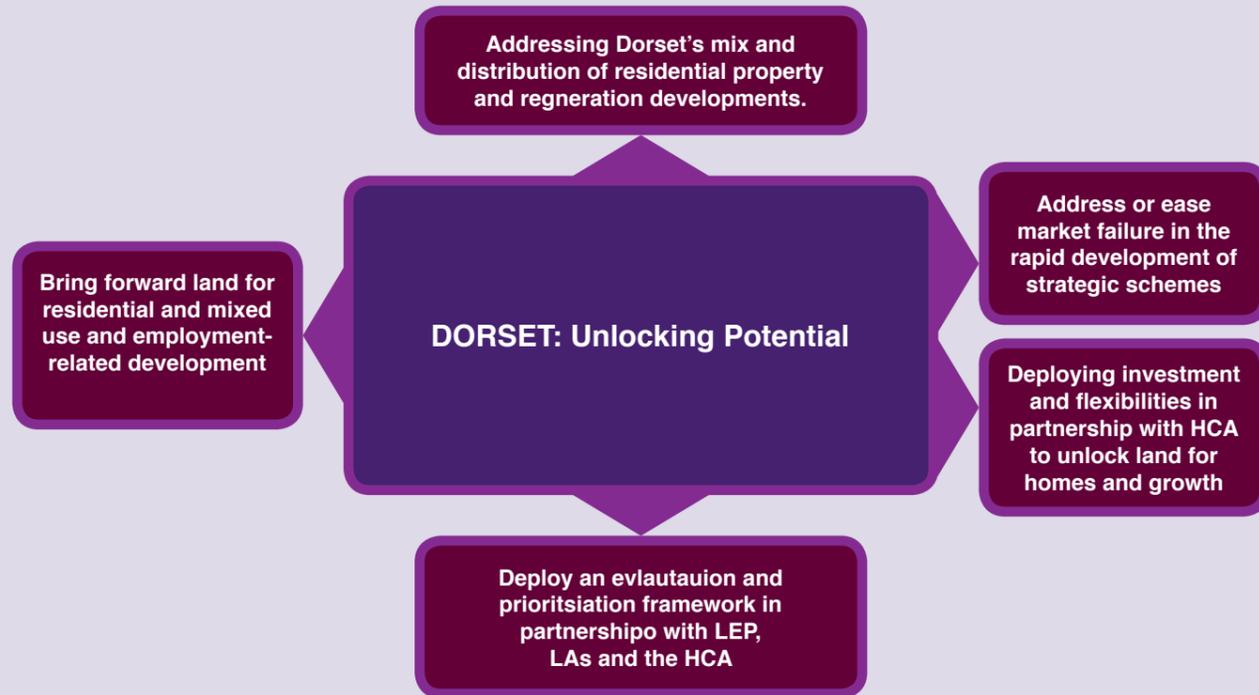
Category A = Sites with Planning permission and where developer to implement but viability gap

Category B = Policy in place. Developers/owners are keen to advance but barriers in infrastructure

Category C = Policy in place but owner neutral and/or barriers not understood

Category D = Emerging Plans

Unlocking Potential Fund



Approach to growth

Dorset has ambitious aspirations for growth and real potential to deliver high levels of activity, additional productivity across its economy delivering a national-level contribution derived from local growth. Unlocking the DLEP region’s creativity, its innovation and the industry necessary to more fully deliver projected growth depends on actively opening up local spaces to accommodate it.

We plan to make better and more effectively organised places across the region. New and renewed places will accommodate and stimulate development for a high growth economy.

Population forecasts suggest that there will be 46,000 additional residents living in Dorset by 2021¹. New jobs, new businesses and new ways of working will need space too². Stalling, failing to open up new places with speed and purpose will hamper the high growth path we are tracking, locking up transformative potential.

We need to address present and future shortages of appropriate types of housing and lack of land supporting economic development space across the economic region. Investment will offset to market failure, uncertainty and inertia – leveraging private investment and speeding growth.



1 SLIM University of Exeter (2013) Local Economic Assessment for the Dorset Local Enterprise Partnership 2013: Technical document

2 SLIM University of Exeter (2013) Local Economic Assessment for Dorset Local Enterprise Partnership

Unlocking Potential Fund

Unlocking Potential: Key Sources of Finance						
	2015/16	2016/17	2017/18	2018/19	2019/20	Total
HCA	£10m	£10m	£5m	0	0	£25m
Local Authorities	£3m	£3m	£3m	£3m	£3m	£15m
LGF	£5m	£5m	£5m	0	0	£15m
Total	£18m	£18m	£13m	£3m¹	£3m¹	£55m

¹Some monies will be recycled to fund new schemes in 2018/19 and beyond.

Plan of action

We are taking an integrated approach. LGF, alongside other sources of finance offers a means to fully energise a major part of our programme.

Activity from the UPF will be organised through a stakeholder-managed plan. To maximise growth we must draw together funding streams. To do so we will institute a DLEP-based process able to mobilise local and national expertise.

Our proposal is to institute and invest via an LGF supported Unlocking Potential Fund (UPF). The priorities of the fund will be:

- To unlock space for business
- To enhance local place-making
- To develop communities and clusters for growth
- To support the realisation of local economic potentials across the region

Local Authorities, the LEP and the Homes and Communities Agency have worked together to establish this new recyclable fund. The focus is on growth, land assets, and commercial borrowing. The Unlocking Potential Fund will provide a sound vehicle for mobilising LGF to leverage private investment, de-risk major developments, so accelerating growth and community development. These activities will operate more efficiently across the region with the stimulus and shared approach developed through the Unlocking Potential Fund.

Management and Delivery

Dorset LEP will jointly administer the Unlocking Potential Fund with the Local Authorities as part of their partnership with the Homes and Communities Agency. This will include an independent appraisal system to fully test the commercial viability of proposals in the context of planning and environmental status. The appraisal system will be agreed by all of the stakeholders, and applied by an independent expert company to ensure transparency.

In view of the complexity of some of the schemes, both in technical/planning terms and in financial and contracting arrangements, the involvement of the HCA will be critical to the successful operation of the Unlocking Potential Fund.

The Local Authorities will also commit to looking at what other steps that could be taken to assist particular developments to come forward. This commitment will help to maximise the impact of the Unlocking Potential Fund support. The Unlocking potential fund would provide means whereby further prioritisation and delivery could occur – and bring strategic sites forward.

In order to help accelerate development, the Strategic Economic Plan also includes a proposal to strengthen local capacity around major developments, including dealing with major planning applications. This will help to accelerate plans and it is envisaged that HCA would provide technical support in areas where they have particular expertise as part of their contribution.

We have outlined development schemes in our discussion of individual projects. Here we identify, for illustration purposes, Some examples of the types of projects that could come forward for support via the Unlocking potential Fund.

Unlocking Potential: Indicative sites

The Brewery, Blandford St. Mary, North Dorset						
Developable area:						
8.2 hectares in total. Approx. 5 ha housing / 3 ha employment. The consented scheme includes the conversion of the historic brewery building to housing as well as an element of new build housing giving a total of 127 market and 68 affordable units. The mixed-use planning consent includes the redevelopment of about 3 hectares of the site for employment uses. The consented scheme made provision for the construction of a new brewery building, which is now largely complete. This was necessary to enable the conversion of the original brewery building to housing.						
	2015/16	2016/17	2017/18	2018/19	2019/20	Total
Land allocated	8.2ha	0	0	0	0	8.2ha
Jobs growth	0	105	105	105	105	420

Gillingham Southern Extension, North Dorset						
Developable area:						
The Strategic Site Allocation (SSA) (Policy 21) in the North Dorset Local Plan 2011 to 2026 Part 1: Publication Version identifies a gross site area of 126 hectares, of which the total developable area is approximately 100 hectares. The site will deliver 1,800 homes in total, 1,240 by 2026. This will be 65% market housing / 35% affordable housing subject to a site-based assessment of viability. The SSA policy makes provision for a 9 hectare extension of an existing industrial estate (Brickfields). IN addition, Sigma Aldrich, a global life science and high technology company have planning permission for a new UK headquarters building for 250 jobs on site.						
The HCA's Advisory Team for Large Applications (ATLAS) has been involved in taking forward the policy for the site and facilitated a 'concept plan workshop' in March 2013 to inform both the SSA Policy and to provide a basis for working up the Master Plan Framework for the site - www.dorsetforyou.com/media.jsp?mediaid=186742&filetype=pdf .						
	2015/16	2016/17	2017/18	2018/19	2019/20	Total
Land allocated	0	0	0	0	0	126 ha
Jobs growth	0	375	375	375	375	1,500

Unlocking Potential Fund

Land off Shaftesbury Lane, Blandford Forum, North Dorset

Developable area:
 4.8 hectares. Site allocated for employment uses (B1 / B2 / B8) in the adopted 2003 Local Plan. Part has planning permission for employment development (B1/B8 with up to 15% ancillary retail) and part has consent for a new 2,300 m2 ASDA store (A1 foodstore with an element of comparison goods floorspace and petrol filling station). Other than the ASDA store, the remainder of the site has potential for employment development.

Site constraints to be unlocked:
 The main infrastructure requirement for the site was the provision of an improved junction at the entrance to the site with traffic signals, which is already in place. A package of measures, including town centre enhancements and the provision of a linked bus service were negotiated as part of the consent for the ASDA store. Any remaining requirements relate to on-site infrastructure, such as landscaping, parking, access etc.

	2015/16	2016/17	2017/18	2018/19	2019/20	Total
Land allocated	0	0	0	0	0	4.8 ha
Jobs growth	300	85	85	85	85	640

Land to the south of East Street, Blandford Forum, North Dorset

Developable area:
 Not defined. Identified as a focus for town centre regeneration in the North Dorset Local Plan 2011 to 2026 Part 1: Publication Version. The main opportunities for retail / commercial development are: land beyond the eastern edge of Blandford Town Centre including the existing Co-op store and car park; and the 'burgage plots' south of Market Place and East Street. Although the site is protected by a flood defence scheme, it would be at risk of flooding in the event that the defences failed. Potential for housing is therefore likely to be very limited.

Station Road Area, Sturminster Newton, North Dorset

Developable area:
 Not defined. The Council's Employment Land Review identified The Creamery area as an employment site that could be released for regeneration. The whole site is identified as a focus for town centre regeneration in the North Dorset Local Plan 2011 to 2026 Part 1: Publication Version. The design and development brief for the site identifies that an element of residential development would be acceptable as part of the mixed-use regeneration of this area, which could include retail / commercial uses with an element of housing development.

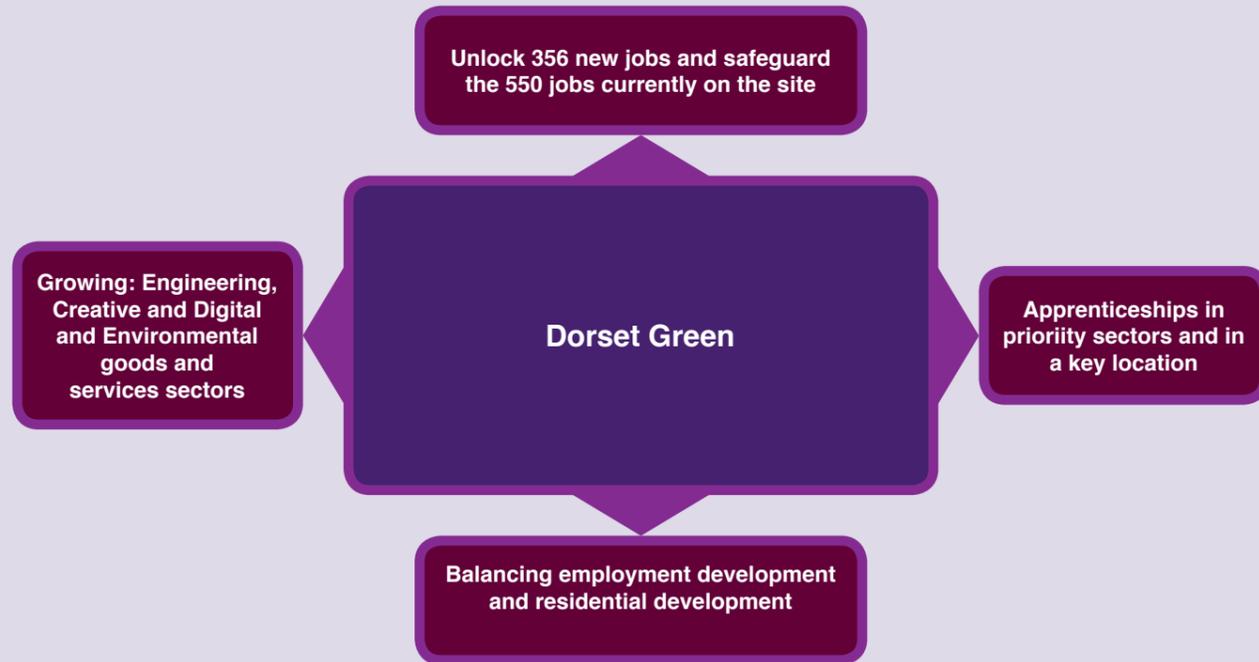
Site constraints to be unlocked:
 The site is subject to a design and development brief prepared by consultants for the local community. The brief has also been adopted (on an informal basis) by the District Council. The brief, which sets out the infrastructure requirements for the site can be viewed online here - www.dorsetforyou.com/media.jsp?mediaid=148009&filetype=pdf. The Creamery part of this site has been redeveloped, but development on the rest of the site has stalled. Land assembly is an issue, especially as regeneration would require the co-operation of a number of existing businesses. Sufficient car parking spaces for the town centre would also need to be retained as part of any regeneration scheme.

Land Between the Town Centre and Christy's Lane, Shaftesbury, North Dorset

Developable area:
 Not defined. Identified as a focus for town centre regeneration in the North Dorset Local Plan 2011 to 2026 Part 1: Publication Version, which could include retail / commercial uses with an element of housing development.

Site constraints to be unlocked:
 In addition to any retail or commercial uses, there is also an aspiration for community uses on this site, which could include a hall to serve the town as a whole. Any scheme for regeneration should also deal with the severance between this site and the eastern part of the town beyond Christy's Lane and should improve linkage into the town centre itself. Land assembly is an issue on this site and regeneration may require the relocation of some existing uses. Any scheme would require the co-operation of a number of existing landowners (most of which are public) and tenants. Sufficient car parking spaces for the town centre would need to be retained as part of any scheme.

Dorset Green: Development



Approach to growth

Dorset Green formerly Winfrith Technology Centre site is a 50 ha site allocated for employment use. The site has a significant level of historic investment in infrastructure and a key strategic employment site serving the south Dorset economy. Dorset Green contains two key advanced engineering companies Atlas Elektronik and QinetiQ, their future on the site is threatened by the inability of the landowner to maintain key services on the site.

It is proposed to link LEP investment at Dorset Green to companies commitment to apprenticeship schemes, particularly in the Engineering, Creative and Digital and Environmental goods and services sectors. The site has potential for innovation hub activities¹ and links with university research and business spin off including Live / Work and student accommodation linked to research activities on the site.

Public sector intervention is essential to halt the decline on the site which has lost 650 jobs in the last 5 years and to realise its potential.

Addressing barriers to growth

The project is a proposed collaboration with landowners HCA and Zog Ltd to unlock the potential of 2.5 ha of the allocated site for employment use with the support of LEP growth fund gap funding grant amounting to £2m to unlock 356 new jobs and safeguard the 550 jobs currently on the site.

The conference centre and cafeteria closed at the end of January 2014. The site also suffers from a large number of vacant employment premises on which business rates are payable and which are poorly suited to modern day requirements. Gap funding is required to bring forward a planned 900m² starter workspace scheme and a 5,000 m² scheme with planning consent to kick start development on the site, and if successful a further 3000 m² scheme in the south west corner of the site . A further 20 hectares of land is likely to be developed thereafter once the reputation and potential of the site is re-established.

At Dorset Green development, as proposed, should align with Local Plan Policy. We have appointed a senior economic development officer specifically to unlock the potential of and drive economic growth at Dorset Green and Holton Heath. The Council are responding to the need for intervention set against the market failure on the site. The aim is to work with the landowner on a strategy

on the parts of the site we can agree upon and invest public money in whilst positively assisting on residential development aspirations through encouraging the setting up of a developer consortium working through the local plan review process to best assess where housing growth and employment development should be located in the local area.

Intervention and headline outcomes

The project is proposed to be phased and involve a market appraisal before each subsequent phase is progressed.

Phase 1 (year 1) – a 900 m² comprising 10 units of 55m² or 112m² capable of accommodating 36 jobs Gap funding required - £0.202m

Stage of development - plans prepared for planning submission by HCA/PDC capable of implementation 2015/16

Phase 2 (year 2) - timing subject to appraisal and discussions with Zog) a 5000 m² scheme

Stage of development with planning consent 6/2009/0465 approved 31 Oct 2013

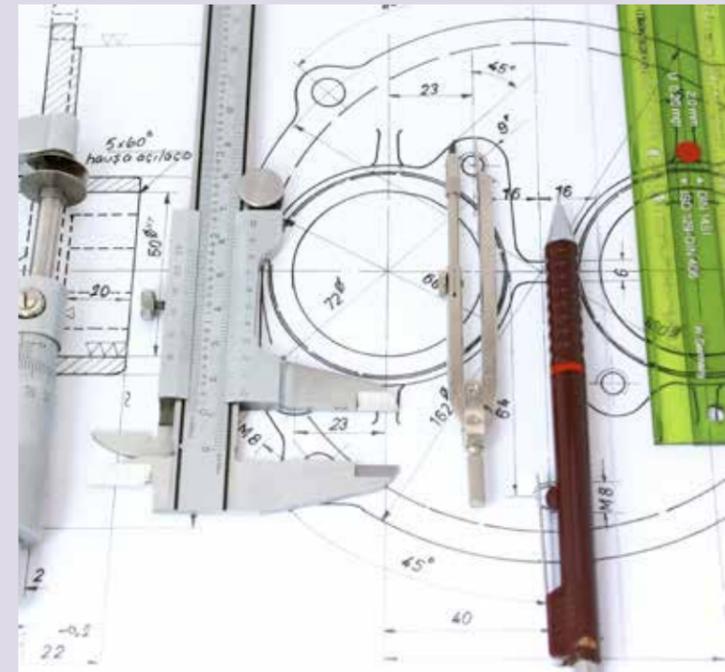
Comprises up to 15 units ranging in size from 106 to 1,034 sq metres capable of accommodating – 200 jobs requiring £1.125m of gap funding. This scheme will be matched with 75% private sector investment

Phase 3 (year 5) - a development yet to be planned of 3,000 sq metres providing a range of units from 100 – 500 sq metres subject to a market assessment based on feedback from the initial project. This could accommodate in the order of 120 jobs requiring £0.675m of gap funding. This scheme will be matched with 75% private sector investment

The landowners and potential speculative builders are unwilling to invest in this site due to its remote location and low end value a market appraisal on the phase 1 scheme indicates a viability gap in the order of 25% of project costs. A measure of gap funding is proposed to bring the schemes into a satisfactory level of viability.

The current landowners Zog Ltd are only willing to progress viable schemes faced as they are with a site which is expensive to run partly attributable due to high security cost (controlled gate house/ 24 hour security), vacant premises business rates and limited business interest other than for small scale projects.

Zog Ltd are separately pursuing residential aspirations for the southern part of the site which will be decided through the partial review of the Local Plan due for adoption in summer 2017. There are significant issues to address including defining the level of housing need,



Dorset Green: Development

competing sites elsewhere and adjoining the site, flood risk and habitats regulations before this can be resolved. In the interim Purbeck District Council is working towards a shared partnership vision for the northern part of the site for an enhanced employment site with a focus on research and development and advanced engineering jobs. It is important that confidence in the site is not further eroded by inactivity and additional companies relocating away from the site.

The site is allocated in the Purbeck District Local Plan 2012 for employment use.

Phase 1 requires planning consent but there are no known constraints the landowners and HCA are supportive of the proposal but a collaboration agreement needs to be put in place and freehold ownership transferred to the District Council.

Planning permission has been secured for phase 2 in October 2013 and runs for three years the consent could be renewed if required if the start date is delayed from that proposed herein.

If gap funding was secured development could start on site in July 2015, subject to a collaboration agreement being agreed with the landowners Zog Ltd and the freeholder owners HCA. HCA are supportive of the three phases of this project and are confident that they can put an appropriate collaboration agreement in place with PDC as lead partner. PDC have agreed the principle of investing time, money and technical resource into this project but require grant to cover the viability gap and the collaboration agreement.

The workforce on the site has declined from 1200 to 550 over the last 5 years. Atlas Elektronik a German

Milestones and evaluation

Phase 1

Completion of collaboration agreement with Zog/HCA	December 2014
Report to PDC Council agreement to proceed to Planning application and invest	December 2014
Bid for LEP gap funding	November 2014
Procurement of consultants for design stage	January 2015
Submission of planning application	February 2015
Procurement of build contractors	March 2015
Build phase commences	April 2015
Occupier secured for completed units	November 2015
First occupiers on site	February 2016

Project planning evaluation measures includes:

- Agreement on employment site strategy for employment element of the Dorset Green site in place to allow supportive collaboration (residential opportunities to be defined through the partial review of the Purbeck district Local plan.)

owned company involved in submarine technology are concerned that they are now part of a business park in managed decline and are questioning their future on the site. As numbers continue to decline the site security may be compromised which existing companies see as a significant benefit in terms of what the site has to offer.

A small workspace scheme delivered by PDC in partnership with the then UKAEA in 2001 (C51) was

hugely successful accommodating 12 businesses delivering 25 jobs and near full occupancy of 465m² of workspace in a 6 month time frame. The proposal involved a simple conversion of redundant space on the site but has now come to the end of its structural life and has been vacated. This provided evidence of the demand for small workspace facilities on the site as incubation space for new and growing businesses.

SUMMARY OF INVESTMENTS

	2015/16	2016/17	2017/18	2018/19	2020/21	2020/21	Is the funding secured / agreed?
Support Required from Local Growth Fund	0	£0.202m	£1.125m	0	£0.810	0	N/A

SUMMARY OF OUTPUTS

	2015/16	2016/17	2017/18	2018/19	2020/21	2021/22
Unlocked land (Hectares) (as appropriate)	0.65	1	0	0	0.85	0
If project unlocks development land identify number of jobs accommodated	0	20	50	60	100	120
Skills programme uptake (numbers of trainees/apprentices)	0	2	5	10	20	25
Rents to be received by the project lead organisation £millions (note varied leads)	0	£0.05m	£0.27m	£0.32m	£0.42m	£0.65m
New businesses (relocations in the LEP region)	0	0	1	3	5	2
New business start ups		5	15	25	40	45

This project addresses all the key priorities actions of the LEP

- **Talented Dorset** – the site is suited to three of the LEP strategy priority sectors, advanced engineering environmental technologies and creative and digital. QinetiQ and Atlas Elektronik are demonstrating their commitment to developing locally through raising the skills levels of their employees through apprenticeship and heavy investment in training activities for their employees. New company starts in gap funded workspace will be provided with access to mentoring on skill enhancement and training activities.
- **Competitive Dorset** - the workspace project here addresses the LEP theme of planning positively for sustainable economic growth, emphasizing the need to be “open for business” particularly in the more rural areas. Experience has shown that only investment will unlock the potential of employment sites such as Dorset Green with suitable available employment premises being readily taken up by local growth ready companies. Whilst rural the site is of strategic significance, more accessible than most

rural sites and has all the necessary infrastructure required for new build to commence. All that is needed is the gap funding to encourage business investment in workspace.

- **Connected** – The entire site is programmed for access to high speed broadband by 2016 following significant public sector investment and private match fund through the Dorset broadband partnership. The site has the benefit of railway access for freight, a siding is to be retained and made accessible through the RSRL decommissioning of the former UKAEA site adjoining the Dorset Green site. Wool railway station is just 1 mile East of the site and has a half hourly service to London Waterloo
- **Responsive Dorset** - The LEP’s desired outcome for Dorset is an integrated and jointly agreed framework to guide infrastructure investment and development decisions and Improve the quantity and quality of sustainable development.

Purbeck District along with all other Dorset Councils have signed up to the planning Charter and will work positively with developers to resolve development constraints.

Footnote 1) A study by Angle Technology commissioned by SWRDA in 2004 identified the Dorset Green site (then known as the Winfrith Technology site) as providing an exceptional opportunity for the development of an innovation centre.

Unlocking Potential: Gillingham Southern Extension



Milestones: Management and Evaluation for Dorset Growth Hub interventions

- Key aspects of the plan could begin in 2015.
- There is planning permission in place for retail units on part of the site
- The rest of the site is identified as a focus for town centre regeneration in the publication version of the Council's new Local Plan.

SUMMARY OF INVESTMENTS

	2015/16	2016/17	2017/18	2018/19	2019/20	Is the funding secured / agreed?
Support Required from Local Growth Fund	0	£0.202m	£1.125m	0	£0.810	N/A
Local Authority	Some local authority funding may be available for improvements to Gillingham Railway Station and bus service infrastructure					
Private Investment	Any regeneration scheme in the Station Road area would be supported by private investment in the retail, commercial and residential elements					

SUMMARY OF OUTPUTS

	2015/16	2016/17	2017/18	2018/19	2020/21
Unlocked land (Hectares) (as appropriate)	4.3 ha. in total				
New homes (if relevant to the scheme)	0	50	50	50	50

Approach to growth

Land in the Station Road area in Gillingham is identified as a protected employment site in the Council's 2003 adopted Local Plan. This area is now identified as a focus for town centre regeneration¹.

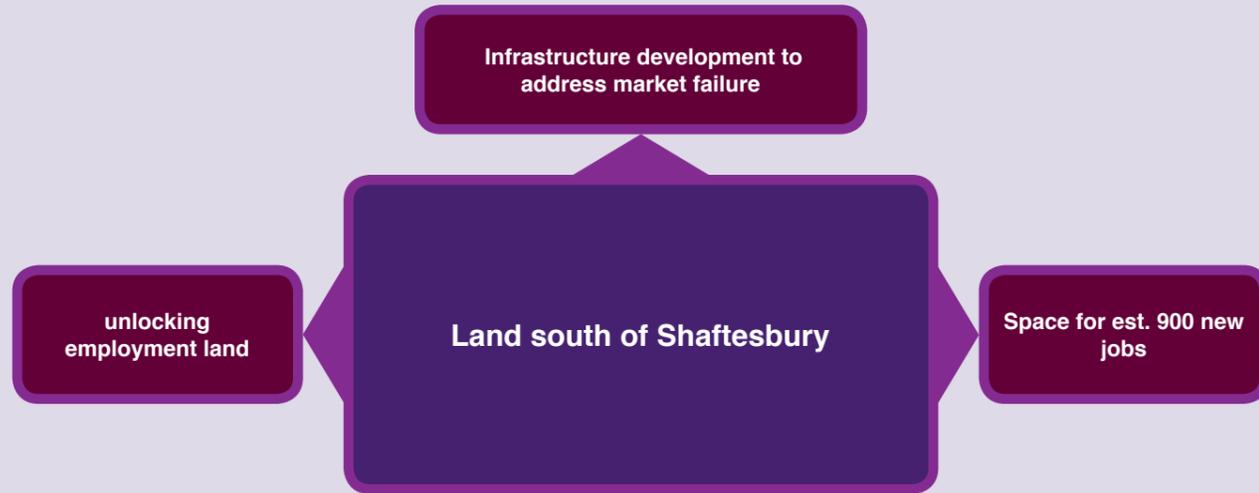
The growth study for Gillingham (produced by Atkins in 2009) examined the viability (in Chapter 11) <https://www.dorsetforyou.com/media.jsp?mediaid=147773&filetype=pdf> of a number of options to take forward growth in the town. Much of this area is likely to require growth fund investment to help deliver regeneration. Viability and poor access may also be issues. It is possible that this part of the site could come forward without growth fund investment, but clearly investment could help to help deliver regeneration.

The site as a whole is made up of four sectors around the Le Neubourg Way / Station Road junction. It may be possible to fund or invest in any one of these sectors to deliver an element of regeneration. However, a more comprehensive scheme would be desirable to provide a much better and attractive link between the town centre and the railway station, incorporating infrastructure improvements including enhancements to the railway station as a public transport hub.



¹ Identified for mixed use development in North Dorset Local Plan Part 1 - Pre-submission Document, November 2013

Unlocking Potential: Land south of Shaftesbury



Investment in unlocking land

SUMMARY OF INVESTMENTS							
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Is the funding secured / agreed?
Support Required from Local Growth Fund	£500,000	£500,000	£1.125m	£0	£0	£0	N/A
Private Investment	To be confirmed	The owner of the site would construct a traffic light controlled access to the site, upon purchase by a developer .					

SUMMARY OF OUTPUTS						
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
If project unlocks development land identify number of jobs accommodated	196	196	196	196	196	196

Approach to growth

This 7.0-hectare site is allocated for employment uses (B1 / B2 / B8) in North Dorset’s adopted 2003 Local Plan. It is also identified as a key strategic site for employment uses in the North Dorset Local Plan Part 1 Pre-submission Document, which was published in November 2013.

The site has planning permission for employment development. The site could come forward for development now and is being actively marketed for £2,625,000.

The site has been actively marketed for some time but has not been purchased. The high start-up costs appear to have been a barrier to the implementation of the planning permission, which may be a particular issue for speculative developers. Growth fund investment may make the site more attractive to potential purchasers or developers, which would enable it to come forward to deliver in the region of 900 jobs.

Addressing Barriers to Growth

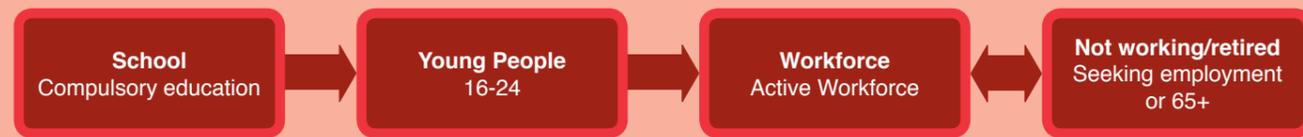
The main requirement would be to provide the internal infrastructure within the site, principally the roads, drainage and servicing. A former landfill area exists on part of the site, which may require some remediation. Cost is estimated as being about £1,000,000 in total, with much of the cost being in the provision of roads, drainage and servicing.



Skills: linking people, places and growth through training and education

Skills strategy summary: growing skills across the Dorset region's population

Dorset Skills and Employment Programme



Project	Cost	Outcome
Skills 1: Workshop Development Programme	£5.580m	3100 people gain a qualification
Skills 2: Skills Programme	£2.288m	1525 people gain a qualification
Skills 3: Brokerage Programme	£5.400m	3000 people gain a qualification
Employment 1: The Delete The NEETS Programme	£2.625m	NEETs reduced to zero
Employment 2: Labour Market and Careers Guidance	£5.400m	3000 people will be engaged with for careers/ employment advice
Employment 3: Access to Jobs	£12.000m	Move 750 unemployed to a positive destination including employment
Employment 4: Health, Disability and Work	£4.140m	229 long term unemployed with health issues move into employment
Employment 5: Innovations Fund	£1.500m	Support 1500 enterprises to encourage growth
	£38.933m	

Key results

- Reduce Dorset NEETs to zero by 2017/18 and maintain that volume until 2019/20
- Create 1750 new apprenticeship/traineeships by 2020
- Reduce long term unemployment by 15% (230) based on 2014 data
- Move 530 unemployed Dorset residents into jobs and save £10.5m by 2019/20 in JSA claims
- 7625 people are upskilled to perform their current and future job

Approach to growth

The Dorset LEP will deliver its Talented strategic theme through its Employment and Skills Board (ESB). Established in July 2010, the Dorset ESB combines the expertise of private and public sector members. The whole economic region is represented. The ESB is chaired by Geoffrey Smith from Bourne Leisure who is a LEP board member.

The Board is committed to working collaboratively to raise employment, skills levels, health and well-being, and to enable an increase in the economic prosperity in Dorset. Our skills planning is integrated with developments across our themes: talented, but also connected, competitive and responsive. Proposed strategic interventions (including Silicon South, Broadband development, including Universities, and work on apprenticeships at the airport and across regeneration sites) interlink with the skills priorities set out here.

Dorset wants to respond to the challenge explicit in the

observation made in *No Stone Unturned*: "To compete internationally, our education and skills system needs to be producing young people with the competencies, skills and attitudes that make them ready for work. With these in place, individuals can find employment, and once in jobs, are able to work productively" (Hesletine 2012: 156). We want the opportunities of education: skills development, employment and creative productivity for everyone in Dorset.

Evidence-based strategy

During 2013 the ESB commissioned Marchmont Observatory from the University of Exeter to create an employment and Skills Needs evidence base. This evidence, alongside local consultations across sectors, has supported decision making and strategy development

We take seriously the commitment to economic growth underpinning the LGF. Our skills planning has given emphasis to gaining a fuller understanding the needs of local employers, as well as to serving people, young and old across communities.

The Marchmont Observatory research accompanied the Dorset LEP Local Economic Assessment (2013) and drew on an extensive body of evidence which allowed the development of a picture of employer need in the Dorset LEP. We have compared that to the skills of the current workforce and the provision of skills and education for the future workforce. This evidence-based thinking will continue to underpin future strategic direction¹. It has been integral to formulating the Strategic Economic Plan (across its themes) as well as underpinning much of the work proposed through our European Structural and Investment Fund Strategy.

Focused implementation

The plan will be implemented locally, with the delivery of the actions tailored to reflect the needs and priorities of Dorset's local economies. Employers, Further Education colleges, universities, training providers, local authorities, Work Programme contractors and other

¹ The skills evidence base can be found at: <http://www.dorsetlep.co.uk/assets/Business-Support/Local-Authority-support-and-Partner-agencies/Dorset-Employment--Skills-Board/Reports/Dorset-Skills-Plan-Summary-FINAL.pdf>



Skills: linking people, places and growth through training and education

stakeholders have shaped this plan – as both providers in and beneficiaries to enhanced skills development. The proposed actions are direct responses to informed analysis of:

- the skills needs of the economic region
- the sufficiency of the current system to meet those needs

The actions set out for support will address disconnect. Our aim: to ensure investment is captured to benefit growth. The proposal has been tested against the wealth of existing analysis about Dorset’s economic and skills performance, including the latest forecasts for employment change at sector level².

Skills for growth: the funding package

Our £40million proposal to the LGF is for a five year finance package to support a cluster of projects. These represent good value – feeding growth and offsetting decline in thriving or embryonic high growth and high skills sectors (Advanced manufacturing or Creative & Digital Industries for example)

Summary: What we will deliver

Our investment in skills will enhance the initial education and training of young people via schools, colleges, universities and training providers in order to:

- Support the continuing training and development of those in employment and retraining those not in work to improve their access to the employment.
- Deliver a workforce development programme aligned to LEP and national priority sectors and with a focus on STEM skills
- Promote and prepare for current and future local employment opportunities in Digital Media, Care and Advanced Manufacturing & Engineering sectors.
- Undertake and act on a skills programme to support young and unemployed people into the labour market
- Re-skill employees at risk of redundancy
- Activate a brokerage programme for employers and education and training providers.
- Investment in transformative capital programme for FE skills providers throughout the region
- Significantly increase numbers and uptake of work experience opportunities, internships, apprenticeships & traineeships

Our headline commitment is to reduce the incidence of Dorset NEETs³ to 0%, by ensuring all are in education, skills or employment by 2017-18.

What we will achieve

- Dorset will have a highly skilled workforce with the attitudes and ambitions needed to gain and keep a satisfying job in an increasingly competitive world.
- Increased educational attainment rates in line with technical skills requirements and to meet skills needs of business.
- Increased technical skills levels, particularly among young people.
- Reduce the number of unemployed people through retraining, assistance with job searching and identifying employment opportunities.
- Increased employer confidence in the quality and relevance of local education and training provision and ability to access support and funding.
- Enhanced skills infrastructure in line with Dorset skills needs.

Outcomes (Result Indicators)

- Reduced skills shortages and employment gaps in key priority sectors
- Increased educational attainment rates
- Reduction in unemployment

KEY Results

- Reduce Dorset NEETs to Zero by 2017-18 and maintain that volume until 2019-20
- Create 1750 new Apprenticeship / Traineeships by 2020
- Reduce long term unemployment by 15%
- Move 530 unemployed Dorset residents into jobs and save £10.5M by 2019-20 in JSA claims
- Ensure 7625 people are up skilled to perform their current and future jobs

This work is urgent: The projects and delivery require funding to achieve the goals within the timescales suggested. Reduced or limited funding will mean a reduction in the targets achieved. Success, for individuals or for the region will take longer – or never fully arrive.

Contraction of the proposed skills programmes will have negative consequential effects on other proposed developments and on growth. The virtuous circles generated by a lively and alert-to-growth skills-education-and-training offer in the region (driving employment, innovation and productivity) are at risk of becoming vicious circles: stalling growth or inducing stagnation.

SUMMARY OF INVESTMENTS						
	2015/16	2016/17	2017/18	2018/19	2019/20	Is the funding secured / agreed?
Support Required from Local Growth Fund	£5.169M	£8.441M	£8.441M	£8.441M	£8.441M	No

Our headline commitment is to reduce the incidence of Dorset NEETs to 0%, by ensuring all are in education, skills or employment by 2017-18.

² The Skills plan is now ready in terms of stakeholder agreement, planning and governance. It can be found on: <http://www.dorsetlep.co.uk/assets/Talented/Skills-Plan/Final-Draft-Dorset-Skills-Plan-with-AG-amends.pdf>

³ NEET: i.e young person “Not in Education, Employment, or Training”

Skills: linking people, places and growth through training and education

Component Projects Outline	
Skills 1: Workforce Development Programme	
Intervention Summary	<p>Support for the Creative Digital, Care and Advanced Manufacturing & Engineering sectors is a significant priority and through strong public-private sector collaboration Dorset will be regarded as a centre of excellence with strong and innovative business and research and development base and a highly skilled and flexible workforce. We need to use skills to drive growth and create jobs. We need to overcome skills gaps and skills shortages to support the high value industries of the future.</p> <p>This intervention area will include a number of key activities and projects:</p> <ul style="list-style-type: none"> • Supporting low skilled people in low paid work to help them progress and for apprenticeships in related sectors. • Support for upskilling and retraining for industries identified in investment strategies. • Support for structural change in the local economy to meet skills gaps at all levels, including Small and Medium Sized Enterprises and the third sector.
Growth Investment	Overall revenue support of £5.58m between 2015 and 2020
Growth Outcomes	<p>3,100 people gaining a new qualification</p> <p>250 apprenticeships / traineeships</p> <p>10.4% of Workforce working in Care, Advanced engineering or Creative (total 31,000).</p> <p>10% gain a qualification = 3,100 Cost = 3,100 x £1,800pp = £5.58m</p>
Links to Skills Plan Objectives	<p>11,12,15, 27,28 & 29</p> <p>If funded at £4.0M supplying 2209 qualifications</p>
Scalability	If funded at £3.0M supplying 1646 qualifications
Skills 2: Skills Programme	
Intervention Summary	<p>A critical consideration for the Dorset LEP area is the proportion of the population that have no or low level qualifications. We need to develop skills to tackle unemployment. We need to 'future proof' our future and current workforce and help those without jobs get the skills employers need. This intervention area will include a number of key activities and projects:</p> <ul style="list-style-type: none"> • Additional and innovative approaches to training for the unemployed, including marginalised groups, to help bring them to and support them in learning. Additional or innovative approaches to training in a vocational context for those with low level skills in Maths and English, to support them in finding work or progressing in work; and to enable them to achieve vocational qualifications and continue to upskill. • Support for intermediate and high level vocational provision for the unemployed and for career progression • Skills and training packages in response to redundancies. • The expansion of traineeships and apprenticeship as a route to sustainable employment, by creating sector driven group and shared programmes to encourage new employer involvement.

Growth Investment	Overall revenue support of £2.288m between 2016 and 2020.
Growth Outcomes	<p>1,525 people gaining a qualification and 275 apprenticeships / traineeships</p> <p>7480 Unemployed claimants of which this project will focus on the 20.4% long-term unemployed (1,525)</p> <p>Cost = 1,525 x £1,500pp = £2.288m</p>
Links to Skills Plan Objectives	1, 5,12, 13,14, 15,16 & 17
Scalability	<p>If funded at £1.5M supplying 981 qualifications</p> <p>If funded at £1.0M supplying 635 qualifications</p>
Skills 3: Brokerage Programme	
Intervention Summary	<p>A core focus will be the development and enhancement of close and effective working relationships between employers and education and training providers, including the joint development of programmes at all levels to reflect the practical needs of businesses. We need closer working at all levels between employers on the one hand and schools, colleges, universities and training providers on the other. This intervention area will include a number of key activities and projects:</p> <ul style="list-style-type: none"> • Enhancing access to lifelong learning, upgrading the skills and competences of the workforce and increasing the labour market relevance of education and training systems, including improving the quality of vocational education and training, and the establishment and development of work-based learning and apprenticeship schemes such as dual learning systems. • Work to promote interaction between business and Higher Education and Further Education providers to meet local business needs. • Developing better links between business and schools, Further and Higher Education providers and other education partners to equip students with the skills to start and grow a business.
Growth Investment	Overall revenue support of £5.4m between 2016 and 2020.
Growth Outcomes	<p>3,000 people gaining a qualification and 350 apprenticeships / traineeships</p> <p>300,900 people in employment in Dorset – 1% gain a qualification as a result of this initiative (3,000)</p> <p>Cost = 3,000 x £1,800pp = £5.4m</p>
Links to Skills Plan Objectives	1,2,3,4,5,6,7,8,9,10,11,12,15, 27,28 & 29
Scalability	<p>If funded at £2.7M supplying 1477 qualifications</p> <p>If funded at £1.4M supplying 744 qualifications</p>

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Skills 4: Skills Capital Programme	
Intervention Summary	<p>The objective of the capital investment fund is to provide capital grant support for renewal, modernisation and rationalisation of skills and education infrastructure. It will enable the provision of good quality accommodation and specialist equipment to support education and training, which promotes economic growth and helps learners reach their potential.</p> <p>Projects will need to demonstrate high value for money and support growth in the economy. Targeted capital investment in will improve efficiency and effectiveness, enhance learner and employer engagement and support economic growth and social cohesion.</p> <p>The Dorset Employment & Skills Board in partnership with the SFA (and supported by Marchmont - Exeter University) will take the lead in developing a coherent approach to capital investment and will ensure that proposals are clearly shaped by the agreed skills strategy.</p>
Growth Investment	£TBA via Marchmont - Exeter University Capital Investment Fund
Growth Outcomes	Open call for projects from FE, HE and Private Training Providers Jan 2014
Links to Skills Plan Objectives	All
Scalability	Subject to above review
Employment 1: Delete the NEETS Programme	
Intervention Summary	<p>This ground breaking project will entail the development of a major set of intervention to support young people 16-18 to gain vital industry experience, develop work-ready skills and be supported towards sustainable work. The Programme will target all NEET young people and support them into education, employment with training or apprenticeships/traineeships. Thus aiming to completely delete all NEET volumes in the Dorset LEP area by 2017-18.</p> <p>Expected destinations would be 100 to employment with training, 100 apprenticeships / traineeships and 150 into education per year for 5 years</p>
Growth Investment	Overall revenue support of £2.625m between 2015 and 2020.
Growth Outcomes	<p>1750 NEET young people will complete this intervention programme with 50% securing sustained work on leaving the programme. (Based on 350 NEETS per year engaged) with 500 moving into apprenticeship or traineeships over the programme's 5 year duration.</p> <p>1750 x £1,500 = £2.625m</p>
Links to Skills Plan Objectives	9,14,15,16,17
Scalability	Not scalable as defeats reason of project

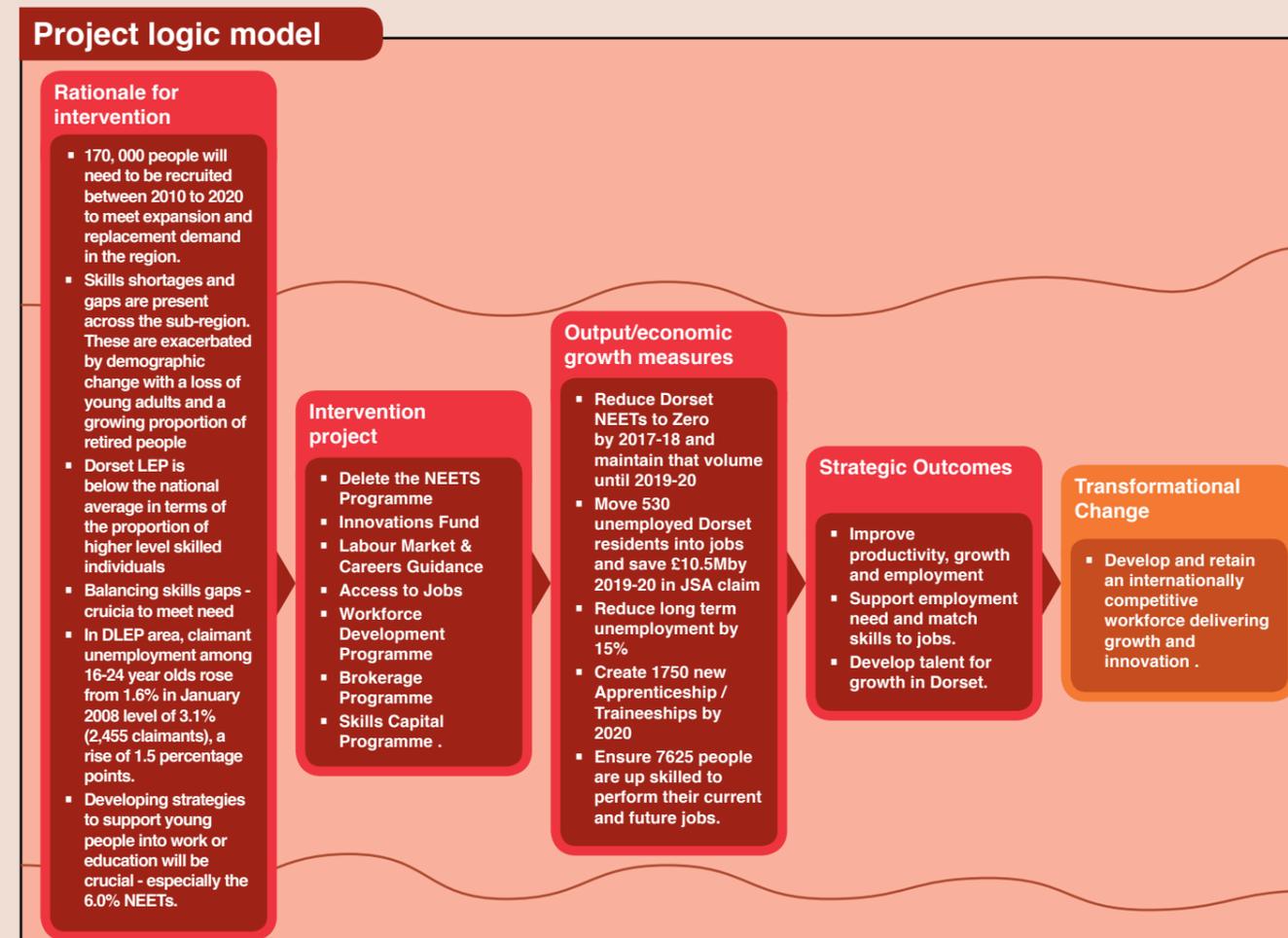
Employment 2: Labour Market & Careers Guidance	
Intervention Summary	The development of a Programme of interventions designed to improve the provision of 'real time' labour market information and the quality of careers/ employment advice. The Programme will enhance both the scope and quality of provision across the LEP area. It will focus on those in greatest need of support in terms of careers/ employment advice but will also provide meaningful and 'live' labour market analysis and future forecasting information to enhance the quality of advice and guidance provided.
Growth Investment	Overall revenue support of £5.4M between 2016 and 2020.
Growth Outcomes	<p>3,000 people will be engaged with for careers/employment advice and 275 apprenticeships / traineeships</p> <p>300,900 people in employment in Dorset – 1% will be engaged with for careers/employment advice (3,000), leading to career progression.</p> <p>Cost = 3,000 x £1,800pp = £5.4m.</p>
Links to Skills Plan Objectives	1,2,3,4,5 & 33
Scalability	<p>If funded at £2.7M supplying 1477 qualifications</p> <p>If funded at £1.4M supplying 744 qualifications</p>
Employment 3: Access to Jobs	
Intervention Summary	The creation of a comprehensive and flexible Central and Satellite Access to Jobs Programme. Centrally a 'Job Shop' style service will co-ordinate employment activity providing employability support, help to apply and prepare for work, work-related skills development and support to tackle barriers to work. Across Dorset, in areas of most significant deprivation, satellite provision will also be made available ensuring labour market integration for the most marginalised. Smaller communities and more rural areas will also be supported through an outreach approach using models such as community based delivery and where effective a 'jobs bus'
Growth Investment	Overall revenue support of £12m between 2015 and 2020.
Growth Outcomes	<p>Engagement of the 7,480 unemployed in Dorset leading to 10% (750) gaining employment or a positive destination including 50 apprenticeships / traineeships and self-employment across Dorset.</p> <p>750 x £16,000 = £12,000,000</p>
Links to Skills Plan Objectives	13,14,16,19,20,30,31,33,34 & 35
Scalability	<p>If funded at £6.0M will support 372 positive destinations</p> <p>If funded at £3.0M will support 184 positive destinations</p>

Skills: linking people, places and growth through training and education

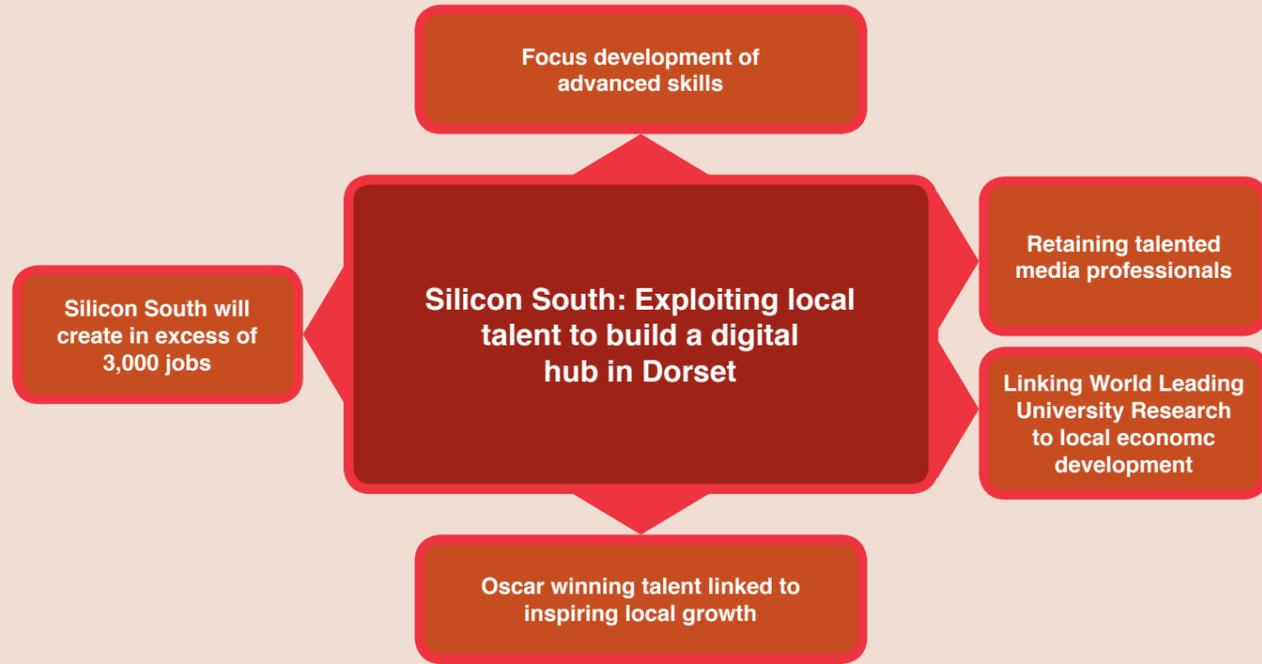
Employment 4: Health, Disability and Work	
Intervention Summary	This Programme will actively lead change in terms of how health professionals and employment specialists work together to achieve or sustain work for those with significant health issues and people with disabilities. It is envisaged that various tools will be developed to enable this to occur, including the use of the fit note as a tool towards rehabilitation. Enhancing the joint activities (such as Troubled Families) of addressing health issues and work related activity to achieve greater labour market integration.
Growth Investment	Overall revenue support of £4.14m between 2015 and 2020.
Growth Outcomes	Supporting 230 long-term unemployed people with health issues into employment. Of the 1,525 Long-term unemployed, the programme will focus on getting 15% if those with health issues into employment. 230 x £18,000 = £4.14m
Links to Skills Plan Objectives	21,30,31,32,33,34 & 35
Scalability	If funded at £2.0M will support 109 into employment If funded at £1.0M will support 52 into employment

Employment 5: Project Title: Innovations Fund	
Intervention Summary	The development of a series of grants allowing public, private and third sector organisations to access funds which will transform local business and communities. The Fund will support both tactical and strategic projects, innovative ideas and initiatives which are genuinely transformational for neighbourhoods or communities of interest. All grant projects will require organisations to provide match funding (ensuring State Aid compliance), and demonstrate how the investments will lead to sustained job outcomes and positive community impact
Growth Investment	Overall revenue support of £1.5m between 2015 and 2020.
Growth Outcomes	Support 1,500 enterprises. Of the 30,430 enterprises in Dorset, this programme will see to support 5% (150) with funding to encourage skills growth and 50 apprenticeships / traineeship places. 150 x £10,000 = £1.5m
Links to Skills Plan Objectives	All
Scalability	If funded at £0.75M will support 708 enterprises If funded at £0.40M will support 338 enterprises

SUMMARY OF OUTPUTS					
	2015/16	2016/17	2017/18	2018/19	2020/21
Supporting the Hardest to Reach into Full Time Employment	106	106	106	106	106
Skills Interventions	620	175	175	1751	1752
NEETS Supported to a Positive Destination	350	350	350	350	350
Trainees / Apprentices Created	250	375	375	375	375
Enterprises Encourage to Grow	300	300	300	300	300
People Given Careers / Employment Advice	0	750	750	750	750
Supporting the Hardest to Reach into Full Time Employment	106	106	106	106	106
Skills programme uptake (numbers of trainees/apprentices)	250	375	375	375	375



Silicon South



Approach to growth

Silicon South is an ambitious and transformational project designed to harness a core local asset: Creative Industries Talent. This is partly a proposal to develop a successful local sector. Primarily, however, Silicon South is a programme for creating a new international creative industries hub, here in Bournemouth. To make this happen a proposed £61 million LGF investment over 5 years would be matched by £61 million private sector investments.

In February 2014, the IPPR published its report on the creative industries. The report proposed that creative innovation in media, film, computer games, ICT applications and creative services should play a part in rebalancing and growing the British economy.

Government can better exploit the UK's comparative

advantage in global markets for creative output, play to strengths in music, the arts, and animation; working across established and emerging forms and formats for cultural communications. IPPR recommendations included:

- Supporting investment in creative companies and content
- Developing an employer-led approach to skills and workforce development
- Ensuring that UK infrastructure is equipped for the digital age¹

They also noted that the creative industries lacked regional diversity and recommended:

- Nurturing regional centres of excellence and creative hubs
- Maximising value of clusters and connections across micro and growing businesses

Over-concentration of the sector in London represents a threat to future competitiveness. Silicon South offers a solution to this geographic barrier to growth. It applies

a scaled framework for investment in skills in the Dorset LEP area.

This investment capitalises on parallel developments in broadband connectivity supported in our strategy and complements initiatives focussing on the Joint Universities Business campus. Silicon South, too, links with and links up ambitious tourism proposals – Jurrassica and Memo (see below) for instance would assert their global appeal partly through and interface with high-end animation technologies: a Bournemouth speciality.

Management and Delivery

In the summer of 2013, the Dorset Local Enterprise Partnership working with Bournemouth University brought together public, education, private and political sectors to sign a manifesto aimed at boosting growth in Dorset's creative and digital industry. Under the leadership of David Ford (Chief Executive of Bright Blue Day) Silicon South was created to lead the delivery of the manifesto's vision.

This manifesto orients Silicon South to provide a ready address to the problem of activating and economic sustaining momentum in the locality – with creative and digital industries a key new vector for high-value growth.

There are discrete and multiple high-energy pockets of excellence operating in the digital field in Bournemouth and across the LEP region². But these are linked to discrete institutions. They vary in size and outlook and cut across enterprises in the public, private, commercial and third sectors.

Silicon South, working with the LEP and partners, provides an organisational vehicle to streamline and maximise the developing impact of this cluster of expertise and commitment. As such it will serve to overcome barriers to growth for creative industries in the region

Conor Burns, the MP for Bournemouth West and one of the signatories of the Manifesto said at the launch of the manifesto "Half of the techies who worked on Avatar came from Bournemouth University but what do they do when they graduate? They do a runner to Berlin and other places".

Silicon South has been established to retain this talent and to firmly put Dorset on the digital destination map. Difficulties navigating the blend of public, private and educational / industrial stakeholders.

Creative Industries stands as a growth area, needing new skills and preparing for future employment needs³



¹ IPPR (2014) March of the modern makers an industrial strategy for the creative industries

² See Marchmont Observatory/SLIM. University of Exeter (2013) Dorset LEP – Creative Industries & SLIM University of Exeter (2013) Local Economic Assessment for Dorset Local Enterprise Partnership

³ Technology Strategy Board (2013) Creative Industries Strategy 2013-16

Silicon South

Making it happen: a programme for creative and productive partnership



Creative businesses struggle to secure private investment, and access to finance. This produces a core barrier to growth for many businesses and entrepreneurs

- Support to include hedging the high risk valuation of intellectual property and content assets
- Perceived lower than desirable levels of business and management skills.

A recent TSB report¹ identified: “The sector is often characterised (and caricatured) as being dominated by start-ups, micro enterprises and ‘lifestyle businesses’ that put too much emphasis on creative rather than commercial objectives”. Silicon south will provide a vehicle for creative businesses seeking to invest in talent and operating at micro- small- and then, eventually, grander scale.

Intervention and Headline outcomes

Around £1,000,000 of investment (both cash and in-kind) has been leveraged in support of Silicon South’s mission. Silicon South’s unique strength is that it is private sector led with widespread partnership support. Silicon South has the full support of our local politicians, all local authorities, both universities and the private sector. This

team of committed entrepreneurs, local business leaders, the universities and representatives of public bodies have managed to create a focussed strategy for the creative and digital sectors in Dorset. The strategy harnesses Dorset’s core assets and reflects growth opportunities within these sectors.

Silicon South is leading six key projects for the Dorset LEP:

1. Developing and launching an international marketing campaign targeting global corporates
2. Setting the strategy and securing investment for incubation for local entrepreneurs and innovators
3. Helping mid-size businesses double in size
4. Establishing a global VFX hub within Dorset
5. Defining the feasibility and market need for a major eco-friendly film production facility in Dorset
6. Ensuring the local industry has access to the skills it requires through an education and skills programme

Contribution to strategy for growth

Silicon South links across the SEP strategy. It is tied to the skills plan – providing a top tier to the regions skill’s escalator – and retaining top talent for the region. It is a platform for our future competitiveness. It will stimulate global networks of opportunity – connecting Dorset nationally and internationally to new markets and resources.

- Talented – Investing in business growth, in turn up-skilling the workforce of Dorset. Focus on LEP strands, e.g. Creative industries to maximize potential of Growth Hub businesses in partnership with existing companies
- Competitive – Delivering an impartial signposting service to add to the offering of Dorset as a place for business to invest and grow
- Connected – links to Broadband aspirations and to extending and internationalizing market-reach and network generation
- Responsive – filling a gap in the market of business information and working closely with SME’s to seek opportunities for growth.

Outcomes: summary

Silicon South’s long-term objective is clear: to facilitate the creation of 3,500 high paid and high skilled jobs in Dorset, generating over £400 million in salaries, and contributing over £200 million back into the public purse. In the last six months, Silicon South has succeeded in bringing together the most influential players and decision makers in our local digital and creative sector and mobilised.

Milestones: Management and Evaluation for Silicon South

1. Numbers of startups businesses every 6 months (1/2 sized)
2. Numbers of startups to become ‘micro businesses’ (3-6) (as a ratio of startups)
3. Number of New jobs
4. Attracting in mid-sized and large corporates (including one global signature company)

SUMMARY OF INVESTMENTS

	2016/17	2017/18	2018/19	2019/20	2020/21
LGF (ask)	4.225	28.150	18.175	8.175	2.175
LA	0	0	0	0	0
Private	4.325	28.150	18.175	8.175	2.175

SUMMARY OF OUTPUTS

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Construction Expenditure	1.5	50.0	45.0	0.0	0.0	0.0
Direct Jobs	0	0	0	0	0	0
Full Time	508	908	1,308	1,708	1,808	1,808
Unlocked land (Hectares) (as appropriate)						0
If project unlocks development land identify number of jobs accommodated	263	575	838	1,513	1,875	1,875
New businesses (relocations in the LEP region)	11	21	35	47	57	57
New business start ups	45	90	135	180	225	225

¹ Technology Strategy Board (2013) Creative Industries Strategy 2013-16

Silicon South

Silicon South: linking and mobilising talent across sectors			
November 2013 to July 2014	Establishing Silicon South* Securing the brand, setting up a limited company, website build, defining Government and financial procedures		Phase 1
	Competitor analysis Collating synthesising and reviewing existing research and knowledge about competitors; commissioning research where gaps are identified	Capacity analysis* Working with local planners and property developers to understand Dorset's readiness and ability to attract new businesses to the area; identify key sites for potential projects	
	Strategic planning and marketing Work collaboratively with stakeholders to develop a marketing and communications strategy that showcases Dorset as a fantastic place for creative and digital businesses to relocate. This will include website operation and social media activity, a lobbying and marketing campaign (which will include identifying and lobbying key decision makers, first division property developers etc), and selective sponsorship of local high profile events. A key outcome of this work is to attract a global digital business to the area		
August 2014+	Investment strategy and programme plan 2014 to 2020 for phase 2 of Silicon South delivery The detail of this will be dependant on the outcomes of the feasibility and research activities conducted above. At a minimum this will include (i) a prioritised set of projects for delivery by 2020 (ii) potential sources for securing private and public finance for these projects (eg. a key feature of phase 1 will be to develop a proposal for round 6 of Regional Growth Fund), and (iii) a model of revenue generation to ensure Silicon South can function as a self sustaining delivery body.		Phase 2+

During the session at the House of Commons on 5th March, Mr Ellwood said, *“In recognising British success at the Oscars, would the Prime Minister join me in congratulating Bournemouth University and the Arts University Bournemouth, as over 50 of their graduates helped with the design effects for that amazing British film, “Gravity”?”*

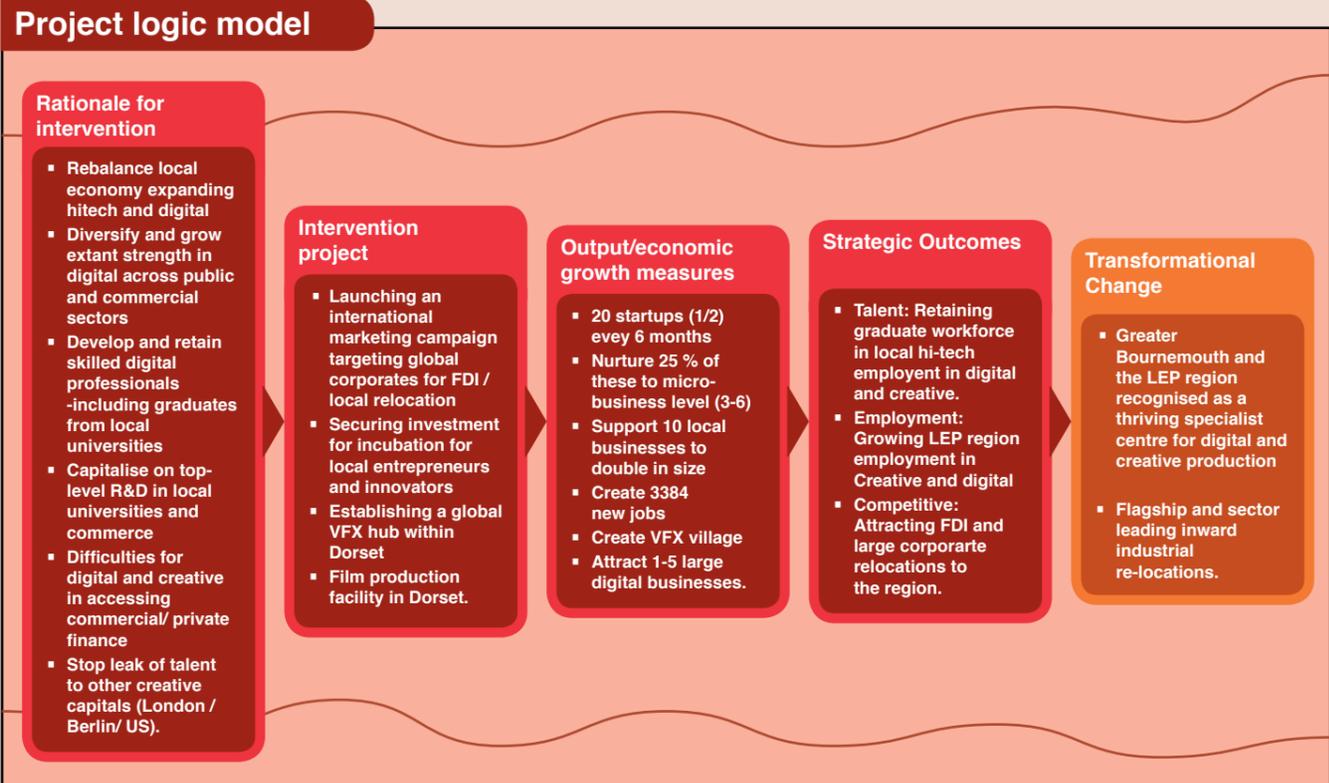
Prime Minister David Cameron responded by saying, *“As ever, my honourable friend is right about all those things. Bournemouth University has excellent courses that have helped to build up the British post-production and facilities industries, which are busy helping to create blockbuster films. It is very good news not only that we are winning Oscars for British films but that British studios are full to bursting point making movies.”*

“Almost half of all graduates from specialist visual effects courses who gained employment in the industry in 2010 graduated from BU”.

NESTA, Vice Chair, Swindon and Wiltshire LEP

“The LEP vision of Swindon and Wiltshire being a regional centre of innovation and entrepreneurialism will benefit from on Dorset’s investment in its world class creative economies.

Nicky Alberry



Silicon South

Silicon South: Summary of outputs - job creation										
Project/activity	Assumptions	Sources of data	2014	2015	2016	2017	2018	Total jobs created in 5 years		
Operational	Project management; administration; finance and legal expenses	BBD and Devonshire Corporate Finance (DCL) experience	2	3	3	3	3	3		
1. Strategy planning and marketing	Marketing staff, website maintenance, PR activity	BBD	1	2	2	2	2	2		
Attracting large and some smaller businesses relocating	One large and approximately five smaller businesses	Companies House, Kingston Smith W1 data and market intelligence including Kingston Smith W1 Annual Survey 2012		50		350	100	500		
2. Incubation/acceleration										
Operational	Project management; administration; finance and legal expenses	BBD, Silicon Beach, Business Angels and Nourish Care	2	2	2	2	2	2		
Start up businesses (1-2 people)	Start ups every 6 months (50/50 1 or 2 people)		40	40	40	40	40	200		
Micro businesses (3-6 people)	25% of above grow to people on (10 biz pa)		40	40	40	40	40	200		
	plus 10 micro businesses move in for nurture		40	40	40	40	40	200		
SMe accellerator (6-10 people)	From above 5 businesses plus 5 new businesses from outside		80	80	80	80	80	400		
Total incubation/acceleration								1002		
Identify 10 businesses to double in size in two years	10 businesses x 25 people = 250 people 100% increase over two years with 50% success rate	Kingston Smith W1 data and market intelligence including Kingston Smith W1 Annual Survey 2012								
Plan 1			63	62				125		
Plan 2					63	62		125		
Plan 3						63	62	125		
Total for mid-size businesses								375		
3. Global VFX Village										
Programme Management	1 FTE for duration of programme	Market intelligence including Framestore (AUB)	1	1	1	1	1	1		
Construction of village	Short term 12-24 months		tbc	tbc	tbc			300		
Assume capacity of 10 companies average of 30 employees	Taking 3 years to fill on linear basis				100	100	100	300		
Indirect effect on local jobs	Accommodation, transport, recreation, support services									
Total short term for VFX hub								300		
Total long term for VFX hub								301		
4. Film production										
Programme Management	1 FTE for duration of programme	Data from similar existing size studios in Ealing Plymouth and Mexico	2	2	2	2	2	2		
Construction of studio	Short term 12-24 months							200		
Operating the studio	Long term			500	950	1200	1500	1500		
Making films – likely transient								100		
Indirect	Accommodation, transport, recreation, support services							50		
Total short term for film production								200		
Total long term for film production								1502		
Total	Total short term								500	
	Total long term								3384	

Business Growth Hub: Helping businesses and people to flourish in Dorset



Approach to growth

Much of Dorset’s future growth will come from expansion, diversification and innovation in the business base. As this Strategic Economic Plan outlines we will grow new enterprises, expand networks and drive strategic development in key sectors. But growth here will also be driven by up-skilling, energising and supporting sustainable growth in established businesses. The Business Growth Hub will be central to delivering on these ambitions.

Addressing barriers to growth

LGF investment in The Business Growth Hub will form a core to Dorset’s broader address to some key barriers to growth in the LEP region. Recent analysis¹ commissioned by the LEP identifies key capacity issues. These include the cost of tailored support for companies wishing to develop and implement business expansion plans. There are capacity and skills issues too, with limited senior management time and limited experience available to progress growth plans. There is some uncertainty across the region about the commercial benefits of staff training and a lack of critical mass to support business-to-business linkages, shared learning/good practice and business networks. A fundamental obstacle identified in the most recent assessment is a limited access to finance and

support for accessing commercial investment. Intervention from the LGF would better ensure that opportunities entailed to the current economic upswing can be properly exploited in the region.

Intervention and headline outcomes

The Business Growth Hub is a major part of our proposition to co-ordinate these ambitions. The Hub will mobilise extant and Local Growth Fund Investment, placing private and commercial finance alongside EU funding streams and Opt-in offers². It will provide Dorset with a focussed investment vehicle lodged within a supportive, approachable, co-ordinating framework for partnership and activity. It will deliver up to 500 new jobs and 150 new business start-ups by 2020, as well as enhancing productivity and business sustainability across the region.

With LGF investment of £7.5 million supplementing the £1.2 million already in place via the Regional Growth Fund³ (1.0 million over 2 years) and with expected matched finance from private sector partners (£7.5 million), the Business Growth Hub will accelerate and expand its impact on growth from now and in the period until 2021. The Local Growth Hub project would not proceed beyond 2015 without investment fund support.

Delivery

Dorset LEP, alongside active sponsoring partners including three Chambers of Commerce, the FSB, universities and further education institutions and the Local Authorities view this initiative as a primary vehicle for delivering local growth. Current funding has been secured for only two years (the expiry date for RGF), and with only a limited amount of ERDF in Dorset, Local Growth Fund support will be required to maintain and develop the service in later years. The Business Growth Hub expects to be able to leverage match funding finance for the LGF investment – realising a further £7.5 million for investment in local growth.

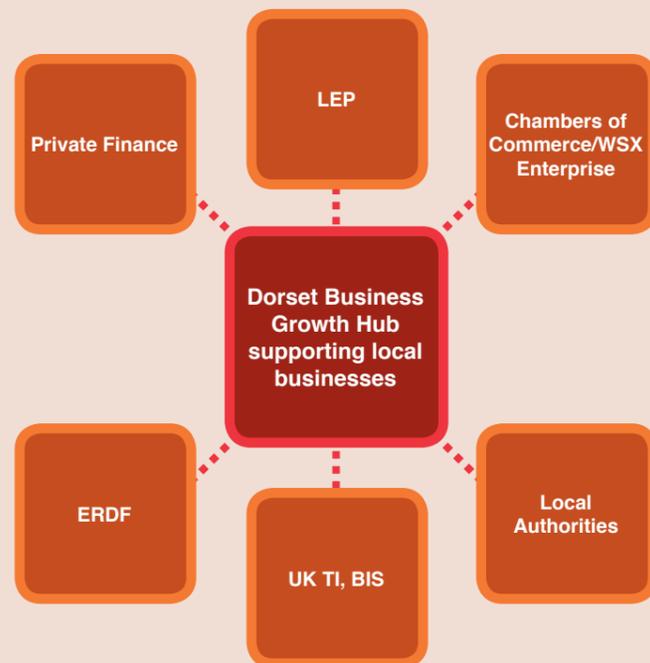


1 Dorset Local Economic Assessment 2013: Technical Document (University of SLIM, Exeter 2013) <http://www.gillinghamdorsetbusiness.com/wp-content/uploads/Dorset-LEA-Report.pdf>.

2 Proposed use of opt in models: The Dorset LEP has agreed in principle to several Opt In offers, subject to contractual discussions on the scale of activity, likely outputs and value for money. These arrangements will be monitored and reviewed on a regular basis, but we expect to develop engagement through UKTI Export Support, BIS Growth Accelerator and the Manufacturing Advisory Service.

3 This RDF scheme operates in conjunction with Lancaster University Regional Development Fund.

Business Growth Hub



The Business Growth Hub anchors comprehensive business support for innovation, export, company growth planning and for embedding and exploiting technological development including broadband. Growth will be enabled via:

- Phone and face-to-face advice for business owners.
- A web “portal” offering self-help resources on subjects including access to finance, marketing and social media, trading overseas, training and workshops, HR, manufacturing, environmental issues and innovation and research.
- Business “navigators” to offer mentoring on a one-to-one basis.
- Support for businesses looking to raise finance.
- Vouchers towards the costs of innovation activity or the costs of internationalization.
- These services will be vigorously promoted across the County, with the support of Local Authority economic development staff.

The Hub will improve the efficiency, effectiveness and responsiveness of local business support by: understanding specific business needs, improving coordination with national support, introducing services to fill gaps, eliminating duplication and evaluating activity towards continually improving performance.

This will be achieved by:

- Implementation of a ‘One-Stop Shop’ – to help businesses navigate and access relevant business support
- Delivery of a Business Growth Programme to assist businesses in key sectors who can grow through Investment, Innovation, Internationalisation and Inception support

The Dorset Local Economic Assessment has identified existing economic specialisms and sector clusters:

- Advanced and Precision Manufacturing
- Food and drink specifically food producers/processors
- Environmental technologies
- Marine related leisure businesses
- Creative and digital businesses

These link to and cut across an established base in Tourism and responsive growth linked to health and social care innovation. Both sea and air travel make further contributions – with development planned for road, sea and air networks.

The assessment also identified specific barriers to growth:

- Cost of bespoke support for companies wishing to develop and implement business expansion plans.
- Limited senior management time and limited experience to progress growth plans.
- Uncertainty with regard to the commercial benefits of staff training.
- Lack of critical mass to support business-to-business linkages, shared learning/good practice and business networks.
- Limited access to finance.

These barriers to growth and market failures will be specifically addressed in the key sectors by the Growth Hub programme:

- The uncertainty and development costs of undertaking innovation and commercialisation (Growth through Innovation targeted at the creative / digital sector)
- Limited resources and expertise available to SMEs to develop growth and business improvement plans (Growth through Investment targeted at the Advanced Manufacturing sector)
- Risks and uncertainty associated with low carbon markets and products.(Growth through Investment and Innovation targeted at the Environmental / LCGS sector)

“We recognise that the business support landscape is relatively complex for businesses and we understand the need to work together and co-ordinate services. This is being supported by the development of the Dorset Growth Hub and there is agreement and commitment from business support organisations to work together in developing a comprehensive and co-ordinated range of services to support business growth in Dorset.”

Ian Girling, Chief executive Dorset Chambers of Commerce

- The uncertainty and perceived risk in exporting, particularly with regard to new markets (Growth through Internationalisation targeted at businesses ready to export)

The Growth Hub will support the LEP strategy as follows:

- Strengthening Research, Technological Development and Innovation for Advanced Engineering and Manufacturing and Creative and Digital Industries: supported by Growth through Investment and Innovation
- Enhancing Access to, and use and quality of, ICT by providing businesses in Dorset with access to leading edge digital connectivity that the market would not otherwise provide; and supporting SMEs and social enterprises to increase their use of broadband to broaden their product/service offer. Supported by Business Navigators and the incorporation of the ERDF-funded Superfast Broadband Support into the Growth Hub
- Enhancing the Competitiveness of SMEs
- Support an entrepreneurial culture across Dorset, reduce barriers to entrepreneurship and support new entrepreneurs
- Providing high quality support to allow SMEs to grow
- Support higher levels of SME exports and international business activity
- Increase the economic contribution of key sectors – advanced and marine, engineering, and creative and digital, tourism, health and social care and other key sectors agreed by local partners.

To underline: Given the range of opportunities being developed in the region and the demand for bespoke locally-based and well-networked business advice and investment, and given, too, the relatively modest ERDF allocation to the County, the additional LGF funds should be invested over the next five years to exploit strategic potential and maintain momentum. The proposed LGF

allocation, £7.5m over those next five years will play an important role in bringing forward significant business opportunities, particularly those linked to creative and digital, and also health and social care innovation.

The financial plan requires the close co-operation of BIS and UKTI to provide sufficient match funding for ERDF resources, and a commitment of Local Growth Fund resources to maintain the Growth Hub when RGF support runs out. It is important that the Dorset LEP is able to put in place these long-term arrangements for business support.

The Dorset Business Growth and Innovation Programme will draw its core funding from ERDF resources, allocated under a number of EU thematic objectives. There is some overlap between these themes, and the finances will be organised under schemes and initiatives designated as high priority by the Dorset Business Growth and Innovation Board.

Outcomes: summary

Dorset LEP and the Dorset Business Growth and Innovation Board have a strong commitment to closely monitoring the outcomes of all business related investment. The scale of resources available and the close cooperation of BIS and UKTI will allow hundreds of businesses to be provided with substantive support each year.

Summary: In short the cluster of initiatives outlined under The Business Growth Hub will form an intervention whose aim is to support high growth, innovation and excellence, supporting success in Dorset, but, also Broadening the capacity for excellence

- Business Start-up service will reduce unemployment rates.
- Sustainable principles will be built into all Business Advice

Business Growth Hub

- Talented – Investing in business growth, in turn up-skilling the workforce of Dorset. Focus on LEP strands, e.g. Creative industries to maximise potential of Growth Hub businesses in partnership with existing companies
- Competitive – Delivering an impartial signposting service to add to the offering of Dorset as a place for business to invest and grow
- Responsive – filling a gap in the market of business information and working closely with SME's to seek opportunities for growth

Doing so will protect Dorset's economic potential against the risks of stagnation, risks emerging from low productivity or from too-limiting local business models.

Dorset shares in a desire to address a challenge in its economy identified in Lord Heseltine's *No Stone Unturned*⁴ in relation to "slower growing and lower performing industries". The Business Growth hub is part of Dorset's response to this challenge.

Management and Evaluation for Dorset Growth Hub interventions

WSX Enterprise currently manages the administration and baseline data collection for the programme. Audited systems and processes are in place for collection, analysis, reporting and storage of data for a range of UK and European funded programmes

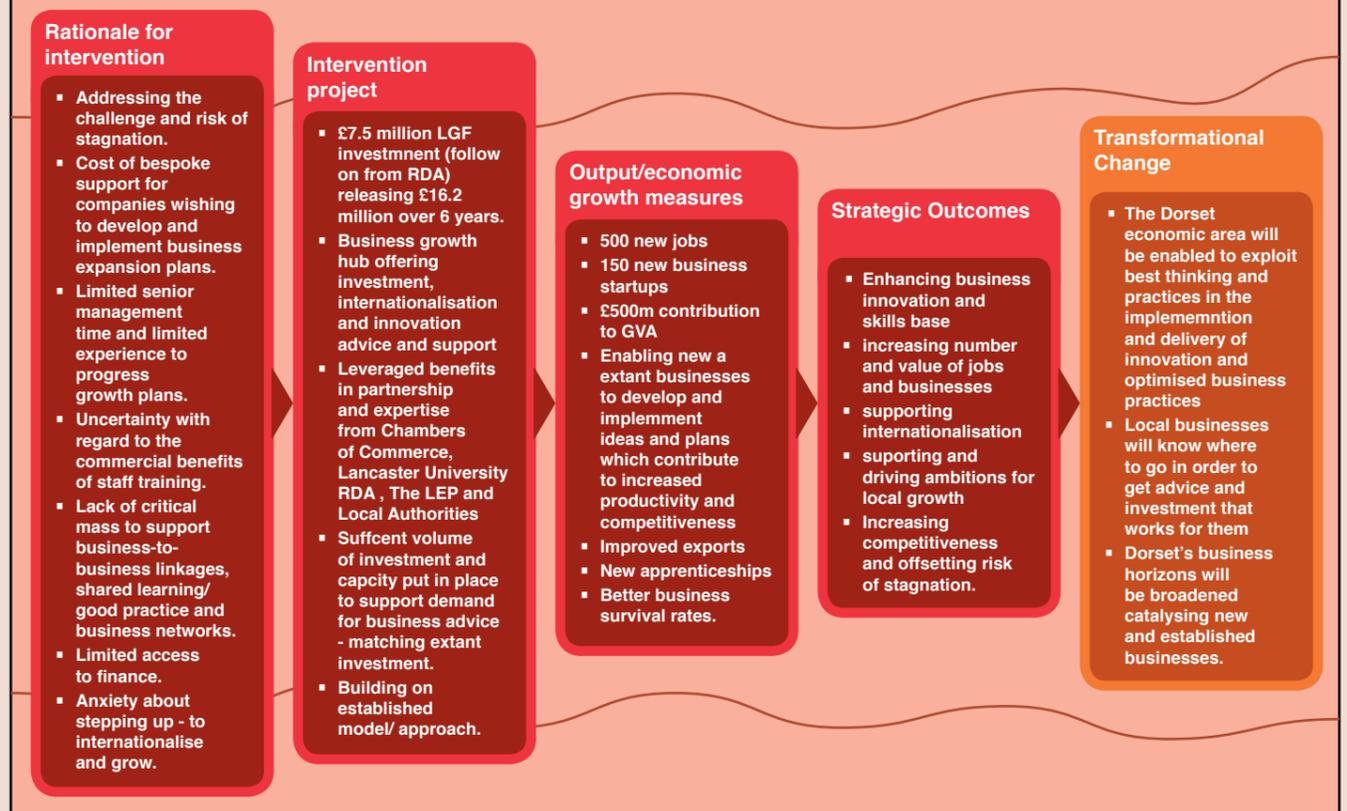
- Baseline data including name, contact details, turnover, employees are collected PRIOR to any 1-1 intervention
- Activity reporting will collect data on EXPECTED outcomes of intervention
- Evaluation to take place at end of intervention including review of outcomes
- Independent evaluation 6 months / 1 year after intervention to VALIDATE outcomes
- Output / Outcome summary.

Monthly reports are generated and a risk register kept. These are used by the project manager to control performance on a working basis and are monitored by Dorset Chamber and WSX management on a monthly basis. Any performance issues are highlighted and plans put in place to meet targets

The Business Growth and Innovation Board will monitor the balance of support in terms of the size profile of companies assisted and the sector/industry they are involved in.

SUMMARY OF INVESTMENTS							
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Totals
Current support	0.5 million (RDA)	0.5million (RDA) til 31.3.15	0	0	0	0	1.0 million
Support Required from Local Growth Fund	0	1.5 million	1.5 million	1.5 million	1.5 million	1.5 million	7.5 million
Local Authority support	0.1 million	0.1 million	0	0	0	0	0.2 million
Private Investment / Finance	0	1.5 million	1.5 million	1.5 million	1.5 million	1.5 million	7.5 million
							16.2 million

Project logic model



⁴ *No Stone Unturned* talks of "Broadening the capacity for excellence" highlights the importance of "encouraging the growth ambitions and developing the capabilities of the remaining large mass of slower growing and lower performing businesses... There are many more of them in the UK than there are high growth companies. Enhancing their capabilities would therefore make a huge difference to our economic prospects. The margins matter. Small improvements in productivity, if continuous and sustained over a period of time will make a significant difference to standards of living in the long term.

Integrated business incubation and social interaction hub

Approach to growth



SUMMARY OF INVESTMENTS					
	2015/16	2016/17	2017/18	2018/19	2019/20
Support Required from Local Growth Fund	Total cost of build is £20m				

SUMMARY OF OUTPUTS					
	2015/16	2016/17	2017/18	2018/19	2020/21
Full Time	0	0	0	0	300
New business start ups	0	0	0	0	60

Intervention and headline outcomes

The link between sports development, education and business development is a well-established one, tested on a grand scale in the approaches to legacy set down for London 2012. A similar conjunction of activities would serve in a local area facing some of the region's key economic challenges.

One solution might lie in a proposed multipurpose community sports stadium. This will include an integral business incubation hub and community learning facility. Its location provides a strategic intervention for development within area showing lower performing schools and high unemployment, in Hamworthy.

The plan forms an integrated part of the strategic address to a specific local economic challenge – providing jobs, community development, new focus for education and skills development and making a landmark contribution to place-making. The stadium will operate on a commercial basis to help the facility become self-funding in the long term.

Stadium tenants would include local Football and Rugby clubs who would pay annual rent and maintenance charges to cover stadium running costs - training pitches used for all team field sports. Many other public entertainment events would be planned throughout the year.

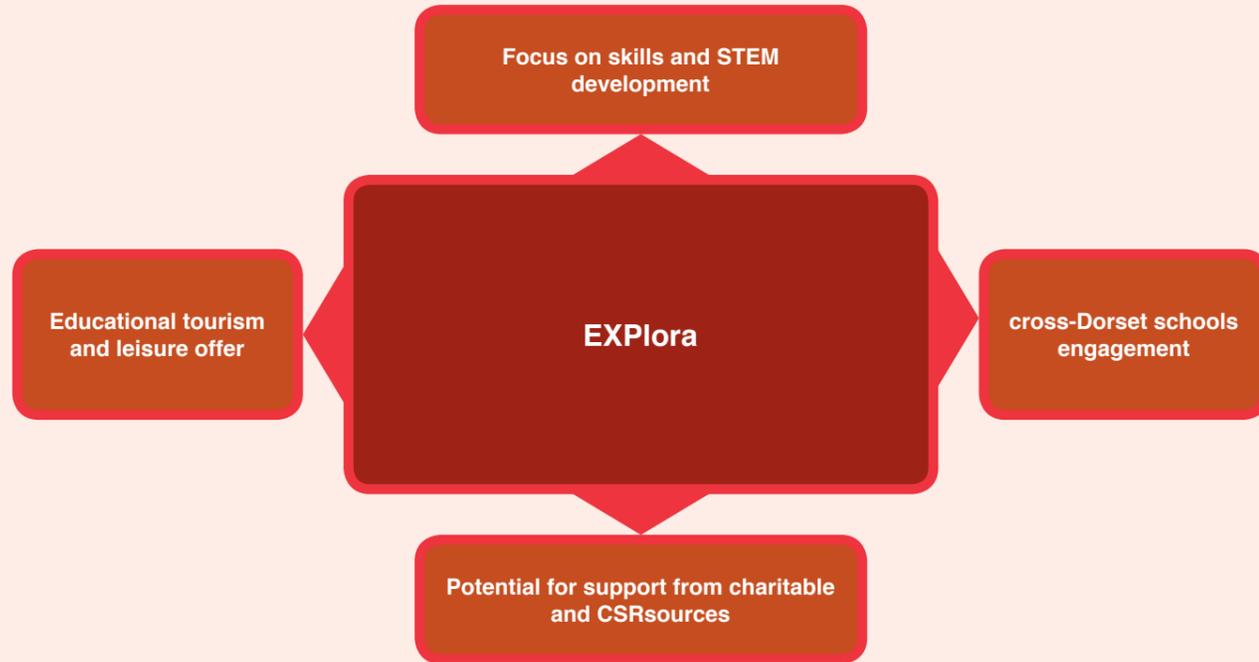
School children (91,000 in Dorset) and young adults would have the opportunity to use the facilities in a way that directly links theoretical lessons with real world activity - developing a sense of belonging to the community and experiencing the benefits of collaboration and team working through sport and study.

Business ideas would be encouraged in the Hubs with mentoring, facilities and working capital for approved project developments providing the following benefits:

- Creating enhanced practical skills and real new business activity.
- Accommodate 60 small start ups with three staff = over 100 new jobs per annum (after 9 months they would make a rent and facilities contribution).
- Employers across Dorset would be encouraged to work with the facility and in the longer-term offer apprentice opportunities where possible.
- The site would employ 120 staff across diverse skill sets - acting as team leaders, mentors and support functions.



EXplora Science, Technology and Educational Facility for Dorset



The EXplora Science Technology and Discovery Centre aims to be a Centre for Science excellence, inspiration and innovative approaches, to connect people with a deeper love and engagement with Science. At EXplora we want to provide engaging and stimulating science for children to help them develop enquiring minds and a lifelong ability to be problem solvers.



ASK

£3million Grant to complete the fit out of the EXplora Science, Technology and Educational Facility for Dorset.

EXplora has been established as a Charitable Incorporated Organisation and is registered with the Charities Commission.

It's overriding objective is to address the decline of interest in science and technology by children typically around 11 years old, due to their perception that these subjects are hard to grasp. At the same time providing the Children in Dorset with an accessible facility.

The UK needs young people to train in Science, Technology, Engineering and Maths (STEM) spheres in order to nurture innovation in such diverse fields as medicine, transport, defence, nutrition, healthcare, energy, construction or manufacturing industries. From cures for cancer or Alzheimer's to smart nanomaterial we need to inspire an innovative, creative, problem-solving workforce to face world and local challenges of the future. EXplora Science is an effective way of doing this.

EXplora is in the process of locating a 10,000 sq. foot facility near a tourist destination in Dorset where it will fit out an interactive learning experience dedicated to enhancing its visitors understanding of science and technology.

The Discovery Centre will provide interactive exhibits, workshops and activities to engage and inspire people with a love of science as well as forming links with schools, industry and scientists. It will serve the community by offering school children, teachers, families and adults unusual and exciting opportunities to experience, explore, discover, question and investigate scientific phenomena in order to instigate a curiosity of the world, in an informal setting.

EXPlora aims to engender a level of enthusiasm in the younger visitor to return frequently and attend dedicated learning sessions, which ultimately could lead to job placement or higher educational aspiration and achievement as the entrepreneurs of the future. The regions business community will be engaged with visitors through open forums and site visits to experience first hand science and technology in action.

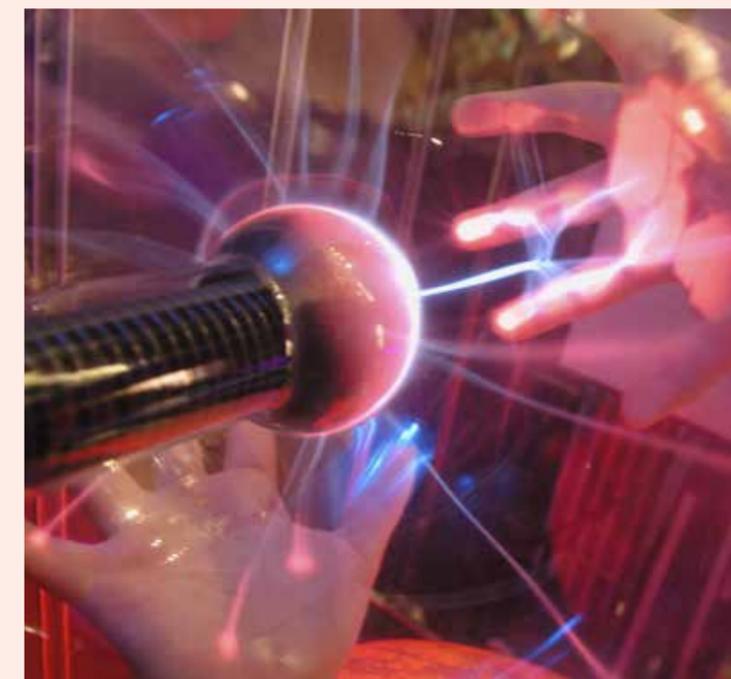
Many of the Local Schools in Dorset (a county with over

240 schools catering for 91,000 children in education) have endorsed the plan and are prepared to use such a facility.

It has received foundation funding from Corporate Social Responsibility sources enabling it to recruit 2 full time project planners and administrators. It is in discussions with local councils to find premises, which it hopes the occupancy cost of rent and rates to be funded, by the councils.

It now needs £3 million to secure the exhibits, kit out the premises and commission the innovative learning software that will provide the enhanced visitor experience and achievement register. It will become self financing from entrance fees once these start up costs have been funded

The Centre will employ 20 full time staff and become a major tourist attraction potentially generating indirect jobs in tourism service provision.



Part 2b: Contexts: Partnerships and Framework Initiatives – embedding growth

- Corporate CSR and Third Sector
- Creative and Cultural
- Health
- Tourism

Corporate CSR and Third Sector

The LEP builds its partnerships through business but, also, through philanthropy and third sector activities. It is an important vector for local corporate partners to deliver CSR (Corporate Social Responsibility Objectives).

Charity Bank

As part of the LEPs efforts to generate growth across all sectors we are developing a partnership with the Charity bank. This provides means towards and address to a problem faced by local social enterprises and other third sector organisations. They find it hard to access finance for development.

Specific areas where a Loan from Charity Bank to a social purpose organisation (Charities, Community and Voluntary Groups or Social Enterprises delivering Social Impact) might help Dorset LEP funds go further might be:

- Where Growing Places Fund may be temporarily constrained, or where a Loan from us alongside one from Dorset LEP might make your funds go further,
- As Match Funding alongside Grants from EU Structural Funds (ESF / ERDF),
- To support development of additional Affordable Homes across the economic region where this development might be undertaken by smaller Housing Associations or community-led developments, such as Community Land Trusts. The Charity bank can provide Development Finance for properties subsequently sold on a shared ownership or restricted selling price basis or where we can provide long-term finance (up to 25 years) for properties that will be rented on an affordable basis, and

- Organisations in the sector delivering innovative services in the field of Social Care.

The Charity bank offers an important option for developing partnership and growth in the LEP region and a means to extend the impact and flexibility of LGF allocation. The partnership will enable the LEP to extend its support to organizations to whom the commercial banks will not lend. The Charity Bank would work with LEP and partners to address that market failure.

J P Morgan

Established in 1986 as a regional Technology and Operations hub, the Bournemouth site has evolved into a centre for Technology, Operations, Client Services and Corporate groups with worldwide reach: 4,000 employees including over 1,000 technology specialists support client activities in more than 90 markets, across 40 countries around the globe. J.P. Morgan is committed to doing business in a way that benefits its clients, employees and shareholders and has a positive impact on the communities in which it operates around the world. More than 95% of employees at the Bournemouth site live within 20 miles of the town, and the firm has a strong history of community engagement including support for a number of strategic philanthropic initiatives in the community.

Business innovation: Wessex European projects

DORSET URBAN ENTERPRISE THRIVES (DUET) - £400,000 per annum	
Dorset Urban Enterprise Thrives (DUET) delivers an innovative and comprehensive enterprise support programme for both new and established businesses and social enterprises across the urban areas of Bournemouth, Poole, Weymouth and Portland.	
Project Start Date: 1st August 2013	Completion Date: 31st June 2015
ERDF Funding £413,950	Match Funding £413,950
Total	£827,900
Outputs / Results: 100 new enterprises, with 50 jobs created before the end of 2015.	
The project targets three key groups :	
The unemployed and economically inactive (looking for work) accessed through working with local community groups, housing associations, job centres and other such organisations and offered support to encourage them to look at self-employment / entrepreneurship as an alternative route to income generation.	
Established businesses in the defined priority areas to assist them in growth – to preserve and generate jobs and providing role models for aspiring entrepreneurs.	
Specific provision for individuals and groups wishing to develop social enterprises and specific support will be developed alongside the CVS to assist this sector	

SUPERFAST BROADBAND - £200,000 per annum
Superfast Business offers fully funded support to help ambitious businesses in the South West with a focus on rural areas to identify, maximize and profit from the opportunities that superfast broadband and new technologies present. WSX have a team of expert advisers, a programme of events on hot topics offering inspirational insights and practical solutions and access to IT specialists and knowledge. The service is aimed at businesses who have heard superfast broadband is coming to their area or are already experiencing good connection speeds and fulfil ERDF eligibility criteria
E-Business Workshops This programme is specifically for Dorset businesses that are NOT eligible for support from Superfast Business. The E-Business Workshop Programme is funded by the Dorset LEP and is delivered by WSX Enterprise. The programme offers half day workshops covering a wide range of technology related topics. They are designed for owners and managers of small and medium sized enterprises in Dorset to help demystify technology and help them to make the most of the potential offered by new technology to grow and improve their business.

Part 2b: Contexts: Partnerships and Framework Initiatives – embedding growth

Business innovation: Wessex European projects

Project: LESS=MORE £100,000 per annum

“By the time design for most products is complete, 80% of life cycle economic and ecological costs are already inevitable.” (Research by the Design Council 2007)

The aim of Less=More is to help SMEs to use design and innovation principles to achieve a more sustainable approach to their business development, and to help them reach their or their customers’ environmental targets. For example, they might reduce energy, water, materials in the production, transport, use and disposal of products, services, packaging, communication materials, etc. through design thinking and good design practice.

Less = More is a 3 year ERDF funded project across all South West except Cornwall and Isles of Scilly, and is now entering it’s final year. A very successful “Taming the Monster” supplier/client event was held last week in Exeter which can be repeated in Dorset if wished.

The Less=More offer to businesses is 12 hours of support to develop the skills and capabilities to use design innovation to significantly enhance their businesses processes and overall commercial performance.

See www.thedesignprogramme.co.uk/lessmore.asp

LoToNo – “Towards a Low Carbon Region - developing Low Carbon SME clusters in Dorset and Solent”

LoToNo represents timely opportunity to put into action the carbon reduction strategies. The synergies with the Dorset LEP and Solent LEP business development and carbon reduction strategies are very strong and the action of LoToNo will help to implement those strategies on the ground.

- Currently funded under European Commission Directorate General for Innovation and Enterprise CIP Call to support emerging technologies through cluster platforms.
- LoToNo is the only CIP project funded under this call in the UK. LoToNo is the only low carbon sector focussed

project.

- The partners are Dorset County Council, Borough of Poole, Future Solent, Pôle Mer Méditerranée and WSX Enterprise Ltd
- €732,936 overall budget, at 95% intervention rate = €696,000 to spend. 24 month project with view to build legacy ready for further funding in February 2016. LGF ask is to continue funding til 2021.

Project outline

“LoToNo - Towards a Low carbon region - developing low carbon SME clusters in Dorset and Solent” addresses the policy challenges for Dorset and Solent in creating a favourable business environment to foster entrepreneurship and the development of emerging low carbon resource efficient industries and new business models.

Key facts

Action takes place in Dorset and Solent only. The maritime and marine cluster organisation, Pôle Mer Méditerranée, which has experience in developing clusters to implement a low to no carbon strategy, will provide expertise and opportunity for transnational learning, but no actions take place in France.

3 key activities

1. Understand experiences and transfer best practice structures to create a favourable environment for change
2. Develop and enhance clusters of SMEs around supply chains working to develop and test new business models
3. Use an Innovation Voucher Scheme to support businesses to exploit the new opportunities offered by the low carbon market

On the ground, this will translate into cluster organisations across Dorset and Solent doing Innovation Labs, bringing interested groups of businesses together (using existing groups and new ones that spring up as a result of this activity), with designers, engineers, knowledge experts, creating all kinds of new ways to work together.

Links with the following activities and clusters (not an exhaustive list): Dorset Growth Hub, Silicon South, MeetDraw, Regen South West, Marine South East, South East Environmental Innovation Network (ERDF), Green Shoots, The Design Programme’s Less=More project, RSA Great Recovery, Solent Growth Hub, eco activity on the Isle of Wight.

Part 2b: Contexts: Partnerships and Framework Initiatives – embedding growth

Creative and Cultural

The Creative Industries Sector Board (CISB) of the LEP was established in June 2010. It was formed in recognition of the need to maximise the potential of the sector in Bournemouth, Dorset and Poole, particularly in relation to the role of the universities. The membership includes representation from the HE and FE institutions, sector networks, local authorities and regional bodies.

The vision is that by 2020 Bournemouth, Dorset and Poole will be a thriving international hub for the creative industries. The CISB Action Plan builds on previous experience and investment led by the Local Authorities to address key issues and priorities. It is the result of research, consultation, thinking and expertise. It is informed by locally commissioned consultation and is reflected in the later sector analysis undertaken in 2013. This thinking is now orienting action towards delivery of agreed aims. There is considerable infrastructure already in place which can be built on. The advent of the sub-regional economic partnership, and latterly the Local Enterprise Partnership has been seen as an opportunity to merge the ambitions for the creative industries sector across the three principal Local Authorities and working with the HE and FE institutions. The proposal is for £35,000 per annum to fund work to support business growth. The approach will work with and complement other LEP programmes and work.

Context: Creative Industries in Dorset

There are 2265 creative industry businesses in the Dorset LEP area employing 7,300 people and adding £349 million in GVA

- Creative industries are one of the LEP's identified growth areas
- The Board has a creative industries champion
- Our universities have a particular strength in film, media, design and the arts
- Digital manifesto was signed in 2013

The creative industries are defined as being based on individual creativity, skill and talent or those that create wealth and jobs through developing intellectual property. Nationally the creative industries account for 1 in 12

jobs and are growing faster than any other part of the economy, with a value in 2012 of £71.4 billion, 5.4% of the economy as a whole.

Driving Forward The Work Of The CISB in Dorset

The role of CISB is to:

- articulate a view across the breadth of the Creative Industries Sector, and make strategic connections
- share information and lead coordination
- take specific actions as appropriate, grounding that in the businesses and the wider sector

The ambition is about growth – deploying resources to catalyse growth in the sector. The activities to develop creative and cultural work sit within the context of talented and competitive Dorset agendas. The broad aims are:

1. Enhanced international reputation for the sub-region as a centre for the creative industries and as a vibrant business location, demonstrated by international world class events.
2. A thriving sub-regional creative industry business infrastructure that successfully exploits the existing creative strengths and influence of higher education, generating investment and more employment.
3. Major corporate business from the creative industries sector established in the sub-region
4. A high skilled employment pool.

The LEP supports a 'live' action plan whose component elements address the needs of the full scope of the Creative Industries Sector, both geographically across the rural and conurbation; and across the full breadth of the sector. It recognises that the broader creativity

found in the most creative business groups in the sector provides a creative ecology for the sector as a whole. Creativity and inspiration are what will change the image and perception of Dorset and are key to attracting the more scalable businesses covered by the Digital Manifesto.

Resource needs and approach

The most urgent resource needed is for a CISB Management and Development role. This role will cover:

- a) Development work for business support and market development
- b) Website/s coordination and content
- c) CISB secretariat
- d) Project management

Specific areas of delivery will include:

- Capacity to stimulate and orchestrate Creative Dorset and the CISB, to bring together people, cross-fertilisation and learning.
- Encourage attendance at Growth Hub events and other relevant events and meetings
- Lead on organising and delivering specific creative industries-led events within the work plan which meet needs identified by creative business
- Support work in relation to crossover with Silicon South.
- To initiate / listen to requirements of sector and exploit opportunities under direction of CISB
- As part of development, seek to sustain work in existing structures / resources / capacity
- Maintenance of the Creative Dorset website
- Lead rolling annual refresh of the CISB Action Plan

This role will relate in particular to the following elements of the Action Plan:

- Incubation, workspace and accelerator development.
- Communication and collaboration:
 - to government
 - with UKTI
 - with local businesses
- Building networks
- A showcasing and advocacy programme to promote and present the Dorset Creative Industries Proposition locally, regionally, nationally
- Strategic development of a resourced plan to develop CI markets nationally and internationally e.g. work begun to develop the visual arts marketplace.
- Strategic connections to develop cultural tourism e.g. work begun to develop business to business Culture and Tourism Alliance

- Strategic oversight of initiatives to develop skills and progression routes

Failure to take the breadth of the creative industries sector seriously and facilitate investment will hold back its potential, and the LEP's aim of inward investment will be impaired. Arts and culture are an important part of strategic plans and provide context for specific intentions linked to developing the local economic region.

The CISB Action Plan will support the links with key initiatives, including Silicon South. Support for the breadth of the creative industries sector as set out in the CISB Action Plan will support the LEP strategic aim to change the perception of Dorset as a vibrant place to live, work and visit.

The Culture and creative agenda in Dorset has multiple components and ties to the economic development plan directly and indirectly. The region can point to headline activities:

Creative Industries old and new developments: Lighthouse, Poole's Centre for the Arts

Poole Arts Trust was set up as a company limited by guarantee and registered as a charity with a board of voluntary directors to operate and manage the venue. The trust was and still is linked to the Borough of Poole through the provision of financial support, in the form of generous grant to assist with the operation of such an ambitious undertaking. Re-opened in October 2002, the centre was reborn as Lighthouse, Poole's Centre for the Arts.

Lighthouse issues over 200000 tickets a year and estimates that other non-ticketed activities in the building and in the community would readily increase that usage by 50% to in excess of 300,000 (more than double the population

There are plans to develop capacity across the region. LGF funding might be deployed to leverage local private investment. For instance a proposal from Dorchester would distribute arts activity outside the conurbation.

The Maltings Arts

A thriving arts hub for more than 60 local groups, The Maltings has the potential to be one of Dorset's most valuable community assets, serving the expanding population of Dorchester and surrounding rural communities; accessible to over 220,000 people in Dorset.

The Maltings Arts will be a strategic centre for the arts creating a focal point for the county town, a magnet for cultural philanthropy and tourism.

A listed Victorian industrial heritage building in the heart of the county town, The Maltings is at the centre of Brewery Square; a mixed use regeneration of the former

Part 2b: Contexts: Partnerships and Framework Initiatives – embedding growth

Eldridge Pope Brewery, situated between South Street, Fairfield Market and the mainline station; Dorchester South.

- Centrally located in the town, overlooking the main square, with a highly visible canopied entrance, close to both railway stations, a bus interchange and over 1,000 public parking spaces; a more sustainable or appropriate location for the arts is hard to imagine.
- National, regional and local policies strongly support the creative community and economic objectives of the project.
- Detailed viability studies show that once completed the Maltings has the capacity to be self-sustaining.
- The project sponsors would need £6m to build the project.
- The strength of local feeling and the demand for suitable facilities for more than 60 local arts organisations is apparent in the volume of personal accounts, letters to the press, and community support.

In response to this, the companies behind the Brewery Square project (Waterhouse and Resolution Property), have offered The Maltings building to be endowed to a Trust, (a gift worth c. £1m). They have provided development seed money, paid all design fees to date and agreed an endowment of £375,000 in a Section 106 agreement.

Detailed planning consent for the project, designed by Conran and Partners, has been granted. The scheme allows flexible and adaptive use of the building and incorporates new technologies to minimise its carbon profile.

Specific, related proposals include LGF support for developing film infrastructure in the region. This initiative is allied with the Silicon South project and will, in future, provide synergy with emergent VFX specialisms in the area.

Western Studios

Disney has deferred its fifth Pirates of the Caribbean installment citing to lack of space at British studios. Jurassic Park IV was to be part made in the UK. But production was moved to the US, again due to lack of studio space in the UK

At “Prime Ministers Questions 5th March 2014” David Cameron responded to a question raised by Tobias Elwood, MP for Bournemouth thanking Bournemouth University for its contribution to Frameworks graphics in the Multi Oscar Winning Film ‘Gravity’. David Cameron went on to say that the government must support the film industry and that UK studios were full to bursting point.

Wessex Studios Corporation is a new company creating a high profile, spectacular major international studio facility, to service the lack of studio space in the UK and to stop the UK losing valuable film production business to other countries in Europe and America. The studio complex will be a comprehensive one-stop shop providing everything that film-makers will require on one site. The aim is to create an award winning state of the art film and TV studio complex. The Dorset-based site already has commercial planning permission. It is designated for job creation. It is flat with an existing usable road infrastructure and services in place. It was carefully selected as it is in the centre of some of the most spectacular natural film locations in the UK, being close to the Jurassic and Triassic coastlines, major ports including Portland and Poole the base of Sunseeker 007 and the second largest natural harbour in the world. Dorset’s airfields, tank training grounds, beautiful country side and its variation of historic towns and villages, castles, large houses and estates makes for a versatile suite of settings for representing many periods. Our variety of countryside and heathland in close proximity is provides filmmakers with a rich resource for location-finding. Many films and television dramas have been and are made in and around Dorset. Wessex Studios has a nearby main line rail link to London with good road access and incorporates a helicopter pad. This proposition in its earlier stages. However, it is an instance of the rich potential for investment in Dorset, linking natural assets to planned areas for industrial development: creating jobs and growth. Some LGF support may be called upon to progress or accelerate this plan.

AFC Bournemouth

Taking a more expansive definition of culture we might, also include the central influence of sport on the LEP region’s communities. AFC Bournemouth is an important partner in the LEP

As the only professional football club in Dorset, and one of the biggest and most recognised brands in the region, AFC Bournemouth is considered by many as the symbol of the community. AFC Bournemouth plays in the second tier of English football. Since promotion to The Football League Championship, the number of AFC Bournemouth season ticket holders has increased by 69.7% and matchday attendance regularly exceeds 10,000 supporters.

The football club’s Goldsands Stadium at Dean Court offers unrivalled facilities in a prime location with the highest levels of excellence and service. In recognition of this, AFC Bournemouth’s Black Label Events has claimed the League One Matchday Experience Award at the Football Hospitality Awards at the end of the 2011/12 Season.

AFC Bournemouth won The Football League Family Club of the Year Award for League One in 2012/13 season, for its comprehensive efforts to improving matchday and non-matchday family experiences, as well as its commitment to use football as a medium to engage with young people.

The football club works to have a positive impact far beyond the 90 minutes on a Saturday. AFC Bournemouth’s uses sport to reach out to people from all social backgrounds across Dorset.

AFC Bournemouth’s Community Sports Trust

The Community Sports Trust has been awarded Silver Status by The Football League Trust for outstanding work in the community. As a non-profit organisation, all funds are committed to project delivery, as well as growing and developing the Trust in order to continue to offer sport and educational projects to benefit people in Dorset.

The Trust reaches an average of 2,500 children and families every week, and teaches at a minimum 70 schools each year, delivering a variety of projects that help meet the following objectives:

- Raising standards in education
- Improving health
- Increasing participation in sport
- Inclusion – promote ‘Sport for All’ campaign
- Increase opportunities and improve lifestyles for people with disabilities
- Improving the environment and the area in which people live

Part 2b: Contexts: Partnerships and Framework Initiatives – embedding growth

Health

Social Care and Health: Outline Plan – from ideas to growth

The LEP has prioritised the creative industries and social care as economic growth areas. The LEP has a Health and social Care Champion. Key schemes have been initiated in relation to skills development – preparing a workforce to address the challenge of an ageing population and to service and lead the innovations in healthcare that we will develop for growth.

- Poole College is setting up a Health and Care Academy - a Centre of Excellence, incorporating an Entrepreneur Innovation Lab around technology and blue sky thinking.
- Poole hospital is willing to consider a joint training offer and shared facilities with the College to people delivering personal care.
- The LEP is working with educational partners and curriculum teams to devise joint qualifications and seeking government support for development and accreditation.
- We will develop Skills for Care & Skills for Health in an together, making links to develop support for developing integrated skills and qualifications.

Interventions are region wide. Dorset County Council, the Borough of Poole and Bournemouth Borough Council have joined with the NHS to find new ways to deliver health and social care services. This partnership, working through the Better Together programme, is committed to transforming health and social care services to enable and deliver sustainable improvement in health and social care outcomes through person-centred, outcome focussed, and preventative, co-ordinated care.

Dorset is one of only two areas nationally to have been awarded funding by government to support this work. This means that Dorset has a particular opportunity and incentive to support economic growth in this area.

Primary Concept

The vision is to develop Dorset as a focal point for

innovation in the health and care industry sector. The scale needs to be developed over time. The main idea is to test with an initial challenge issue for social care and health, develop entrepreneurial responses to the issue. The success will be evaluated and lessons learnt with a view to developing the concept as appropriate if it is successful.

The approach is to bring together relevant colleagues in local councils, NHS, the voluntary sector and carers together with entrepreneurs, the creative industries and relevant national agencies. The offer to business will be in the form of an opportunity to meet with senior professionals and managers to discuss challenges that may provide business opportunities with a competition for funding to develop promising ideas. The health and social care challenges will be presented with a view to stimulating responses or services and build new capabilities to address need and grow delivery

The benefits serving growth will be:

- access to health and social care expertise for entrepreneurs
- potential creative solutions in terms of products solutions or services
- collaborative innovation to develop cost-effective solutions and develop local enterprise
- evaluation of outcomes, cost and efficacy – ensures public money is spent wisely and provides evidence for business to commercially develop
- enables local entrepreneurial development which can

be marketed outside Dorset and achieve economic growth for the local economy.

Approach and proof of concept

Partners have identified the issue of dementia as the area to test and prove the concept and approach. Dementia is a priority for the Better Care Fund and local Health and Well-being Boards. The Better Together Programme Board has a number of measures where improvement is required and one local measure is the estimated diagnosis rate for people with dementia. Therefore the challenge and issue is to raise the rate of early identification of dementia. It is intended that the Programme Board will be asked to approve the approach initially and agree success criteria to provide gateways for review and for clear decision-making prior to further investment. It is envisaged that key steps would be:

- develop detailed brief for, and cost of, initial meeting to enable sharing of dementia issues and dialogue with creative industries, business and others to identify possible solutions. To include definition of business support, coaching and mentoring which would be available
- cost project management resources required
- cost and identify seed funding to help companies develop responses
- this would enable a proposal for funding and support to be made to the Better Together Programme Board requesting initial funding for meeting, definition of success criteria which would be needed to release funding for project management
- promote and hold meeting
- evaluate proposals and consider funding for business to develop ideas, confirm further project management support from Better Together Board if success criteria are met
- businesses develop proposals which are evaluated for efficacy and value for money
- review programme and if successful repeat for new health and social care challenge area
- consider feasibility of developing conference approach which attracts business to consider responding to challenges

Estimate of budget

- £10,000 project management
- £1,500 for room hire and refreshments for meetings
- £5,000 for academic evaluation
- £100,000 seed funding for business support to develop response to issues (£10 x£10,000)

Outputs and outcomes

- up to ten businesses receive access to key public

sector knowledge

- they develop commercial or social enterprise solution to issues in relation to early identification of dementia which can be tested and refined in Dorset
- this benefits the local Better Together programme, providing innovation to achieve public sector outcomes cost-effectively
- businesses then able to commercialise the approach

Partners

- Councils and NHS through the Better Together Programme
- Bournemouth University (BUDI) The BU Dementia Institute
- Creative England
- Private enterprise
- Silicon South

A specific example of collaborative working is developing around the Wessex Academic health Network.

The Wessex Academic Health Network

The Wessex Academic Health Network seeks to bring discovery and innovation into the region's health system so that the population has better health and benefits from a thriving health innovation sector. This ambition will be driven through a focus on tackling key local health issues over individuals' whole life course. The proposed approach secures innovation, improvement and wealth creation opportunities in each priority areas for health and social care organisations, industry and academia across the region. Investment will contribute to realising life-long, society-wide health benefits by catalysing this system-wide collaboration, accelerating the emergence of new technologies, services and wealth, whilst facilitating rapid knowledge exchange and uptake into education and training.

The proposal seeks to begin work looking at some key priority areas. These are significant areas for the LEP region

- respiratory;
- nutrition,
- dementia as a further an area for action

Innovation will deliver growth delivered alongside health gains. There are three routes to economic gain:

- **Savings** are to be generated from avoiding health and social care costs, for example from fewer strokes by better treatment of AF, fewer hospital admissions due to COPD, but also by avoiding loss of economic activity by ensuring those with long term conditions have fewer sick days.

Part 2b: Contexts: Partnerships and Framework Initiatives – embedding growth

- **Spread** – we are determined to make Wessex a place for business to do business; we see use of proven technologies is the starting point.
- **Seeding** – year one, we are looking to identify the unmet needs across our services and engage our SMEs and larger companies in co-producing solutions; we will support larger scale projects for example, as a facilitator for the Wessex Life Science Alliance. We are also partnering with Kent Surrey & Sussex AHSN to lead the COPD SBRI programme just underway.

The project is ready to take on a national theme based role to capitalise on our regional strengths. These include nutrition; respiratory disease; applied immunology; vaccine development; collaboration with the physical sciences (chemistry, computing, engineering and nanotechnology); and translation of discovery through applied health research.

Offering a return on investment

The AHSN model, with its unique connections across the NHS, academia and industry, is expected to achieve significant value from health gains and generate substantial wealth both for the NHS and the wider economy. Our thinking and ethos is founded on two principles:

- Commercial rigour needs to be applied to the activities and priorities to provide a focus and ensure fair outcomes for all parties involved
- We will deliver returns significantly in excess of our funding costs.

In achieving these principles Wessex AHSN recognises the importance of an early understanding and tracking of investment return so that the organisation can iterate towards a robust, self-sustaining model. In the early years NHS England “seed” funding will be used to build the an operation with the skills, capabilities and infrastructure necessary to drive, manage and deliver outcomes across the diverse network.

As a network we will be looking to assess the ROI of the programmes and initiatives supported and influenced by the AHSN. This will look at the total costs for a programme (including any external funding) and look at the returns across three key areas:

- Health gains – The patient or population benefits

resulting from the AHSN supported activities

- Cost reductions – Activities which reduce the costs of delivering NHS services through changes in the care pathway, efficiency improvements or adoption of new technology
- Economic growth – The incremental increase economic activity in the region using measure like additional employment numbers, additional revenues for industry, investment into the region and exports outside of the UK

We will develop our measurement / evaluation capacity to operate at three levels:

Macro: Evidence of how our overall system management is enabling greater innovation adoption, faster spread and more effective cross sector collaboration to improve wealth creation and health improvement.

Meso: The impact of our wealth creation and health improvement initiatives.

Micro: Assessment of the specific economic and health improvement outcomes of individual programmes and projects.

This will ensure will build a full ‘learning system’ approach into the culture of the AHSN, enabling the development of our processes and activities and increasing the rate at which we can deliver improvements.

In general we would expect activities to contribute in at least two of the areas and will result in a list of both hard financial outcomes (using standard health economic methods) and softer more subjective (but still measurable) outcomes, for example improved patient experience or reduction in staff absenteeism. Collaboration with the NIHR Wessex CLARHC programmes will contribute to developing effective measures and success indicators.

As part of each programme initiation and approval we will establish the expected returns, their measures and a baseline position. Where necessary the CIS will be used to support the initial assessment and evaluation of these data or to validate figures provided for the AHSN. As each programme progresses through the governance “gates” the returns estimated will be revisited and revalidated based on the increased clarity expected as the programme progresses.

Part 2b: Contexts: Partnerships and Framework Initiatives – embedding growth

Tourism

The ambitious plans for growth set down in the plan highlight the unique tourism offer and the unrivalled tourism potential to be available in Dorset. This natural potential is grounded in international expertise. The LEP has a strong and active link with a key local body. This unique conjunction of know-how and natural assets adds value to Dorset's tourism strategy, and provides reassurance regarding the complex work of managing and evaluating tourism development in the region. This expertise and initiative is gathered up in the NCTA (National Coastal Tourism Academy).

National Coastal Tourism Academy and the UK's first Coastal Activity Park

The National Coastal Tourism Academy, a pioneering new initiative designed to boost tourism growth and create jobs initially in Bournemouth, but then in coastal destinations across the UK.

The measurable objectives of the scheme are:

- Job creation:
- Accelerate growth in the Industry
- Create model for coastal tourism development
- National dissemination of research and learning

The NCTA is funded jointly by central Government, Bournemouth Borough Council and Bournemouth University and the industry. The NCTA's ambitious purpose is to establish an entire coastal destination as a centre of excellence within its hospitality and tourism sector. By capturing best practice in a unique database, the Academy will be able to offer other destinations access to practical support and market intelligence to reinvigorate coastal economies and create new jobs.

The Academy's success will lie in developing Bournemouth's competitive edge through exceptional customer service and tourism skills. Everything we do is spear-headed by the local tourism industry and driven by research. Enhancing the visitor experience is central to the Academy so that repeat business is boosted and word-of-mouth recommendations increased, in order to

bolster the visitor economy.

The Academy is developing a suite of new products and packages to improve local product knowledge and ensure visitors are offered the warmest of welcomes.

In addition to training courses and visitor experience initiatives, the NCTA is undertaking research projects with Bournemouth University and others to identify new markets. Action research projects are being developed into a range of areas including conference tourism, health and well-being and boosting shoulder season business.

An integral part of the NCTA's work will see the UK's first Coastal Activity Park established at Boscombe seafront, Bournemouth (opening Spring 2014). The Academy will assess the value and impact of a new leisure facility from its start, and how it will work within the existing tourism framework to accelerate growth. The innovative investment programme will generate sustainable growth for local visitor economy creating 165 FTE jobs and 107 volunteer training opportunities leading to employment skills for young unemployed people in Boscombe in the first three years of operation.

In short, the NCTA is all about job creation and growth in the tourism economy.

Hotel Training School

Plans for a four-star hotel training school in Bournemouth look set to proceed; the first facility of its kind anywhere in the UK. The proposed development, which is part of the Town Centre Vision, includes; 200 bedrooms with associated parking, 105 new public car parking spaces

and a widened and attractive tree-lined walk to the southern side of Priory Road, leisure facilities and training space for students are also put forward.

Site operator, Intercontinental Group hopes to develop the hotel school under its four-star Holiday Inn brand and Bournemouth University and Bournemouth and Poole College will be responsible for the delivery of the training element of the project.

Seafront Strategy

Overview

Bournemouth Borough Council is developing an ambitious long-term plan to develop a world-class seafront for Bournemouth that will enhance the natural assets of the coastline and create public spaces and amenities to inspire a new generation of visitors.

The innovative plan which has been developed in consultation with the local tourism industry together with a seafront groups, organisations and statutory, proposes sympathetic development of the area from Alum Chine to Southbourne. Over 90 potential projects have been identified for the 20-year programme.

Bournemouth's seafront is the town's prime asset: its shop window to the world. Our five and a half miles of seafront cliffs, promenades, beaches and facilities attract over five million UK, European and global visitors every year. No other beach in the UK draws so many visitors.

Benefits

As well as providing enhanced facilities for local people to enjoy, the Seafront Strategy will help to secure and grow Bournemouth's £462m tourism sector, which currently employs over 11,000 people and aspire to new generations' expectations of the great British seaside. Some aspects will be delivered by the Council, but much of the aspirations will be achieved through private sector investments and partnership working.

Over the next seven years, we will aim to increase the overall visitor spend within the resort by 7% (£33m).

We have commenced

- £5.2m Local Authority investment in phase 1 delivery of Seafront Strategy including new Pier Approach public realm gateway and innovative overnight stay beach huts
- £60m private sector development of 2 Hilton hotels and residential on Terrace Mount site, creating 100 jobs
- £2m Coastal Communities Fund investment in National Coastal Tourism Academy and first phase of seafront Coastal Activity Park
- £750k private sector upgrade to Bournemouth Pier leisure offer including innovative pier to beach zipwire attraction.

Part 2b: Contexts: Partnerships and Framework Initiatives – embedding growth

Local skills

The Bournemouth Development Company

The Bournemouth Development Company (BDC) is a partnership between Bournemouth Borough Council and Morgan Sindall Investments (MSI) Ltd, established to help regenerate the town centre. Numerous sites have been identified and projects will bring new homes, business and retail space, attractions and improvements to public spaces as part of our Town Centre Vision (TCV)

The full TCV programme will see in excess of £350m invested into key sites across the town over the next 20 years. To date, the scheme has seen £44m invested which includes a major development of additional student accommodation for the Arts University Bournemouth and a 382-space multi-storey car park for use by local residents, shoppers and businesses in the area

Two landmark hotels are currently being built in the centre of Bournemouth that will create more than 100 full-time jobs in the town. The Terrace Mount scheme is THAT Group's flagship hotel-led mixed development and will be anchored by two high-end Hilton Hotels, alongside 60 apartments, and over 200 parking spaces.

Keeping jobs and trade local is a key priority for Bournemouth Borough Council and as part of the TVC work, a voluntary Local Employment and Skills agreement between the Council and MSI Ltd. to ensure that local people and businesses will be at the heart of future developments in Bournemouth was signed.

Covering construction, recruitment processes and community engagement, businesses signing up to the agreement will work with Bournemouth Borough Council and Job Centre Plus to:

- Employ direct labour locally
- Hire machinery and operators from local plant hire firms
- Assist young people into work
- Provide a reasonable and consistent recruitment process through Jobcentre Plus

- Encourage specialist job skills training
- Offer a number of work experience placements
- Encourage local subcontractors to become part of a group training association; and
- Promote community engagement activities

This voluntary agreement is our commitment to the residents and businesses of Bournemouth that wherever possible we will do our utmost to ensure big companies employ direct labour locally and use the services of local businesses. The BDC was established to regenerate Bournemouth Town Centre, we're determined to create wider economic and social benefits for the area by working with Dorset's talented business community. Among the services we already enlist from local companies are architecture, planning, accountancy, communications and web design and we look forward to recruiting more local talent and exploring opportunities for apprenticeships as our first projects get underway

Part 3: Management and Delivery

Figure 3.1 An architecture for growth projects and themes

Theme	Ambition for local transformation and growth	Projects proposed to deliver growth
Competitive	Dorset businesses are increasingly operating in a competitive trading and investment environment, both with low cost economies overseas and increasingly competitive and sophisticated businesses in the UK. Dorset performs well in terms of employment and economic activity, moving businesses up the value chain to enable them to be more productive and competitive remains key challenge. The objective of the Competitive Dorset theme is to “unleash the potential of existing businesses, encourage the creation of new ones and attract investment” and to meet ambitious growth ambitions above the projected national GVA average in the coming period. We want, that is, to become equipped to punch above our weight.	Bournemouth Airport Growth Hub Infrastructure, Port of Poole Regeneration Joint Universities Business Park AND, Bournemouth Seafront Strategy, Dorset Maritime Sector Growth Programme, Cobham Gate, Lansdowne Business Quarter, Living Labs for Wellness, Social and Healthcare, Orthopaedic Cluster, Western Growth Hub, Modern Market and Coastal Towns, Dorset Co-investment Fund/ Dorset Proposition, Jurassic Coast Studies Centre (JCSC), Jurassica, MEMO, Holton Heath Trading
Talented	The purpose of this theme is to ensure that employment and skills related issues are comprehensively addressed, and that the objectives and interventions planned and delivered address the needs of Dorset's economy and Dorset's communities. There must be a focus on both the supply and demand of skills, as well as the retention of talent within the area. Dorset must be prepared to meet the high-value and high-wage economy of the future. The objective of the Talented Dorset theme is to “enhance the skills of our current and future workforce” and offset skills gaps, remove blockages to employment and enable adaptation and innovation in the region's present and future workforce.	The Dorset LEP Skills & Employability Programme, Silicon South, Dorset Business Growth Hub, AND Integrated business incubation and social interaction hub, Explora, Wessex Academic Health Science Network
Connected	Dorset needs high quality, efficient infrastructure if it is to deliver to its economic potential and meet sustainable development objectives. Transport is a major part of the strategic and a major dependency across the projected growth plan. Ensuring that Dorset is well connected to elsewhere in the UK and internationally to ensure full use of resources and to foster efficiencies and productivity in commerce, trade and networking across business markets is a key priority for the LEP. The objective of the Connected Dorset theme is to “improve electronic and physical connectivity throughout Dorset. This includes ‘virtual’ movements completing the move to high speed broadband	Dorset Strategic Transport plan Portland Port Development AND Gillingham Southern Extension, Littlemoor Urban Extension, Destination Portland Related Infrastructure Projects AND Broadband plan
Responsive	The LEP is committed to creating the right conditions for businesses to flourish, and the key focus of the Strategic Economic Plan will be to address the barriers to growth facing existing and future businesses within Dorset. The objective of Responsive Dorset is to “create the conditions for enterprise to flourish including a responsive planning and development system and a dynamic housing market.”	Dorset Housing Plan, AND Unlocking Potential Fund Some leading examples: Dorset Green, Station Road Area, Gillingham, Shaftesbury, North Dorset and North Dorset Mixed Use Sites

Part 3: Management and Delivery

The Dorset LEP: Strategy into Action

Introduction: Embedding Ambition / Managing Risk.

The LEP is committed to local growth. Its arrangements for oversight, management and delivery connect our top-level strategic themes, Talented, Connected, Competitive and Responsive, through our partnerships and organisational structures and into delivery. This is an important component in realising transformative growth.

Dedicated Boards are in place or under development to navigate core issues, notably Creative Industries and Transport. We have identified champions to maintain key agendas – Health and Social Care for instance, and in relation to rural matters. The commercial know-how and networks across partners and partnerships provides impetus and insight.

As we come to deliver invested projects, operational task-finish groups will support projects to realise outputs and to track outcomes. We see the LEP working closely with partners, steering the course between delivery and strategy and reporting across functions, localities, industry specialisms and communities.

We are proposing to support an annual growth conference – hosted at Bournemouth University. This will bring together the LEP members with business and communities and with project leads. The event, a focus for detailed reporting and progress sharing will offer a 'live' complement to instituted requirements for reporting (quarterly updates, annual project reviews and the various statutory requirements tied to managing the LEP/LGF investment). The conference event will affirm networks and provide a generative forum, track and share the emerging outcomes from LGF investments.

The LEP is an established working group providing the integrated vision needed to embed local economic growth in the complex of priorities, opportunities and projects set down. The LEP is a vector for locally ambitious planning. But it serves, also, as an important set of structures for identifying strategic and operational risks across functions (transport, health and housing) and across localities, via LAs and LEP members from across Dorset.

Our rich and productive relationships with small, medium and large businesses, in all our key sectors, stand as a final and primary resource in mobilising growth. This collocation of expertise makes for a highly investable proposition in Dorset, a place that is attuned to local growth and to the national agenda for industrial and economic development.

Dorset LEP Board

The Dorset LEP was formally launched in May 2012,

following recruitment of the Board and formation of the initial business framework. The Board is dominated by business representatives, working with colleagues from higher and further education, the community/voluntary sector, and local authorities:-

- Gordon Page, Chair, former CEO Cobham plc
- Philip Warr, Deputy Chair, P H Warr plc
- Elaine Atkinson, Leader, Borough of Poole
- Alex Picot, Chief Executive, Dorset Community Action
- John Beesley, Leader, Bournemouth Borough Council
- Jim Stewart, Chief Executive, Poole Harbour Commissioners
- Bruce Grant-Braham, Chairman, Poole Tourism Management Board
- Spencer Flower, Leader, Dorset County Council
- Ray Nottage, Leader, Christchurch Borough Council (District and Borough Council representative)
- Terence O'Rourke, founder of Terence O'Rourke Ltd
- Lawrence Vincent, Principal, Bournemouth and Poole College
- James Weld, CEO, The Lulworth Estate
- Jim Andrews, Office of the Vice-chancellor, Bournemouth University
- Geoffrey Smith, Bourne Leisure
- Alison Moore, small business owner, sole trader
- Richard Rowney, Managing Director, Liverpool Victoria (LV=)
- Jitinder Takhar, Group Business Development Director, Spectrum Housing Group

Early successes

The Dorset LEP has been operating for two years, and has already made a positive impact upon economic growth across Dorset, including:-

Growing Places Fund: the £9.6 million secured by the Dorset LEP has mostly been invested or committed, and some £1.5 million of loans have already been repaid and are in the process of being reinvested in new initiatives. The eight live initiatives will result in:-

- 500+ jobs created
- 230 jobs safeguarded
- 20 hectares of employment land serviced/made available
- 11 family dwellings

- 10 public realm initiatives

Growth Hub: £1.2 million secured to establish business support unit/service. This will go live in April 2014 and provide essential support for business growth across a wide range of relevant topics to suit individual business needs and priority sectors.

Planning Charter/local plans: a planning charter (<http://www.dorsetlep.co.uk/assets/About-Us/Planning-Charter/Dorset-LEP-Planning-Charter-Board-Approved.pdf>) has been jointly agreed between the Dorset LEP and all Dorset local planning authorities. A positive dialogue has been established and will continue to inform planning policy development and development management. An audit of local plans has been undertaken, and a methodology developed to ensure that plans address key growth issues including those of a strategic nature which transcend local plans boundaries to ensure that they deliver development, and provide the certainty and consistency requested by developers.

Broadband: the Dorset LEP has actively supported the development and roll-out of the £30 million delivery programme across Dorset, ensuring that economic growth issues are addressed. This is supplemented by the delivery of training to assist businesses to derive maximum benefit from enhanced broadband.

Promoting Dorset as a business location for inward investment, working closely with UKTI to capitalise and build upon the opportunities arising from hosting the sailing events of the 2012 Olympic and Paralympic Games. Dorset was recently ranked in the top ten in two categories of the 'fDi' magazine's (a publication from the Financial Times) European Cities and Regions of the Future 2014/14 Awards; namely, best foreign direct investment strategy from a UK LEP, and small European region.

Establishment of a Local Transport Body for Dorset, and securing agreement on the prioritisation of transportation schemes.

Reviewing and revising the Dorset Skills Plan, through the Employment and Skills Board, to feed into the strategic economic plan.

Apprenticeships: £1.2 million secured to support apprentices in SMEs.

Establishing a Digital Manifesto, securing the support of MPs, businesses, higher and further educational institutions, and local authorities to develop a key growth sector for the local economy. The Dorset LEP Board has allocated resources to 'Silicon South', a business led delivery vehicle, to transform the manifesto into a viable action plan.

Tourism: the Dorset LEP assisted in securing £2 million for the establishment of the National Coastal Tourism Academy in Bournemouth, and is represented on its Board. The LEP is also leading the establishment of a Dorset Destination Management Organisation, with human and financial resource input.

The Dorset LEP has actively supported a number of additional bids for resources for activities which complement its activities; these include bids to the Local Sustainable Transport Fund (£19.1 million secured), Local Pinchpoint Fund, Growth and Innovation Fund, and the Sector Mentoring Challenge Fund.

Structures for cross-LEP working: energising growth

The LEP has some major agendas to deliver. In its primary role, as an integrative and catalytic body bringing functions and localities together to establish growth and address the risks of decline, some specialist structures have been developed to institute processes for review, delivery, accountability and strategic development.

- Transport
- Creative and Cultural Industries
- Nature/ Rural affairs
- Health/ Social Care

Local Transport Body: ensuring partnership for transport planning

The Dorset Local Transport Body (DLTB) is a voluntary partnership between the Local Authorities (and specifically the Local Transport Authorities) of Bournemouth Borough Council, Dorset County Council and the Borough of Poole – each of which are full voting members. Bournemouth Borough Council is the Accountable Body on behalf of the DLTB, and Dorset LEP will perform a vital role in the body expressing the views of the business sector on infrastructure priorities in a nonvoting role. The membership and voting arrangements of the DLTB will be reviewed annually by the established Joint Committee.

The purpose of DLTB is to ensure that devolved major transport scheme funding provided by the Department for Transport is used as effectively and efficiently as is practicable. The primary role of DLTB will be to decide which investments should be prioritised, to review and approve individual business cases for those investments, and to ensure effective delivery of the programme and value for money. The DLTB will perform the following roles in relation to devolved LA major scheme funding:

- Ensure value for money is achieved
- Identify a prioritised list of investments within the available budget
- Make decisions on individual scheme approval, investment and the release of funding, including scrutiny of individual scheme business cases
- Monitor progress of scheme delivery and spend

Actively manage the devolved budget and programme to respond to changed circumstance (scheme slippage, scheme alteration, cost increases etc.)

Independent local audits will be undertaken by the District Auditor to ensure that the agreed assurance framework is

Part 3: Management and Delivery

being adhered to and that DLTB is operating effectively. The first audit will be undertaken before the start of devolution and reported to DfT no later than December 2014. Thereafter audits will be undertaken on an annual basis from 2015 once funding has been devolved. On each occasion the formal report of the District Auditor will be submitted to DfT and published on the DLTB web pages. In addition to the local audit, DLTB will facilitate periodic assessments by DfT as required that will determine the quality of appraisal and scrutiny in order to test the extent to which DLTB is discharging its responsibility to deliver value for money.

Creative Industries Board

The Creative Industries Sector Board (CISB) of the LEP was established in June 2010. It was formed in recognition of the need to maximise the potential of the sector in Bournemouth, Dorset and Poole, particularly in relation to the role of the universities. The membership includes representation from the HE and FE institutions, sector networks, local authorities, regional bodies (ACE, Creative England).

An Outstanding Environment: Structures for Securing the growth value of Dorset’s environment

As part of delivering the Government’s ambition of being ‘the greenest ever’, Defra published a Natural Environment White Paper, The Natural Choice: securing the value of nature, in 2011. The White Paper concluded that communities and the economy cannot survive or flourish without healthy natural systems to support them.

Among a range of proposals to restore ‘natural value’, Government proposed the establishment of a national network of Local Nature Partnerships (LNPs) to develop a vision for the local environment, champion its interests and better integrate environmental objectives with social and economic goals, working closely with Local Enterprise Partnerships (LEPs) and Health and Wellbeing Boards in the process.

Partners in Dorset came together to form the Dorset LNP (covering the local authority areas of Bournemouth, Dorset and Poole), and a Board was recruited earlier in 2013 to provide strategic direction for the new body.

After consultation, the Board has produced a statement of vision and strategy which noted that: “While a healthy environment is a pre-requisite for a healthy economy globally and locally, in Dorset it offers additional opportunities for sustainable economic growth which does not erode our natural capital.

The Dorset LEP has already dubbed Dorset as ‘the natural place to do business’ for this reason, and green

technology, local produce, food and drink, tourism and green energy sectors all provide significant opportunities for greater prosperity, employment and training.

The LNP will work with the LEP to develop Dorset’s green economic offer, as well as helping Dorset’s businesses make more efficient use of scarce natural resources to deliver bottom line benefits”

The Dorset LNP vision statement recognises that a healthy natural environment and a strong and sustainable local economy are mutually dependent. This view is endorsed by the Dorset LEP

The Strategy identified a number of other economic opportunities relating to the environment including;

- Support for the development of local, sustainable products and produce.
- More efficient and effective use being made of scarce natural resources, particularly land, water and energy sources.
- Productive agriculture which contributes to a healthy and attractive environment and sustainable management of fisheries.
- Sustainable tourism which contributes to the continued good management of the high quality environment on which it depends.

Taking Account of the Rural Economy

Throughout the strategic economic plan there are interventions that are proposed to apply either generically across Dorset, or specifically to locations or areas. Generic initiatives such as the roll-out of superfast broadband and associated business support, the operation of the Growth Hub, the sector focus (especially creative industries, tourism, food and drink), planning dialogue, competitive or growth towns, unlocking development potential, and various skills and transport related interventions will stimulate enterprise and job creation in rural areas. The LEP has instituted a specialist Rural Enterprise Group with a brief to “rural-proof” these interventions to ensure that they deliver widely in the region.

Rural Dorset will also benefit specifically from the allocation of targeted European Union and national funding streams. The delivery of these streams will be closely aligned to other resources to ensure a co-ordinated and collaborative approach achieves the maximum benefit for Dorset and the UK economy, building upon local opportunities and distinctiveness.

The LEADER approach to rural development has been successfully used in Dorset over the last 14 years. The

Dorset LEP supports this approach being available to the 169,000 rural population over the period up to 2020, and sees it complementing other schemes and programmes outlined in the EU SIF and SEP. The preferred approach would be to have LAG boundaries co terminus with the Dorset LEP boundary, providing for 2/3 LAGs, and the ability to operate in a strategic manner as and when appropriate to maximise effectiveness, efficiency and value for money.

The Dorset allocation from the EAFRD Growth Programme is £3,020,337 for the period 2015-202, and will be used to support mutual national and local priorities, including building knowledge and skills in rural areas, supporting new and developing non-agricultural businesses, small-scale renewable and broadband investments, and tourism activities.

Agriculture and other land based industries, although not providing as many jobs as they once did, remain important sectors in Dorset, both in terms of providing jobs and managing the landscape, from which considerable economic benefit is derived. Farms are under great pressure to increase food production at a time of falling harvest throughout the world, but the regulatory and environmental pressures can work directly against increasing production.

The Dorset LEP would therefore ask Government to ensure that economic consequences of actions taken by it’s agencies, such as the Environment Agency and Natural England are properly considered and take account of local circumstances.

LEP Staffing and Resources

The establishment and operation of the Dorset LEP has thus far been largely underpinned by Dorset local authorities through the dedication of human and financial resources, supplemented by capacity funding from Government. The commitment of the local authorities will continue, though precise levels of support will be influenced by resource availability. Despite continuing reductions in budgets which are forecast to continue over the next three years at least, a number of Dorset local authorities have increased their capacity to drive economic growth in line with corporate priorities.

The capacity of the Dorset LEP has been significantly

enhanced with the appointment in January 2014 of a full-time Director, supported by an Executive Assistant, both based at Bournemouth University. These posts supplement the existing Dorset LEP Programme Manager (0.8 fte) and Dorset Employment and Skills Board Manager (full-time). The requirement for further dedicated staff resources is under consideration by the Director and Board.

Bournemouth University is actively supporting the Director post. Both financially and by facilitating access to the overall skills, knowledge and resources of the University which have the potential to contribute significantly to the aspirations and priorities of the LEP.

Historically, Dorset has not benefited from the high levels of public sector support when compared to many other LEPs. As a consequence there is more limited infrastructure to manage external funding and develop new project and programme proposals. The Dorset LEP has benefited from the support and goodwill of its Local Authorities to date, although an increased workload will be difficult to properly resource. Over the next 12 months the Dorset LEP will become involved in programmes with in excess of £20m of expenditure per annum.

The Strategic Economic Plan, taking account of ERDF and ESF, requires a budget of £500,000 per annum to ensure all investments can be successfully delivered. This will be divided between management and oversight (£250,000), including the staffing and resources referred to above, and development and capacity (£250,000). The latter work will include resources to undertake feasibility studies and to strengthen local capacity to deal with major development issues. These resources will be in addition to the support Local Authorities and Bournemouth University are already providing to the LEP

Bournemouth, Dorset and Poole Councils are committed to continue to support the Dorset LEP through acting as the accountable bodies on its behalf as and when appropriate. Thereby, utilising existing auditable and transparent processes, and minimising overheads and bureaucracy for the LEP. The provision of this role does incur costs for the Councils, and these will be recognised and accounted for. Specifically, the Councils have agreed to act as accountable bodies as follows:-

Local Authority:	Accountable body on behalf of the Dorset LEP for:
Bournemouth Borough Council	Growth Hub
Dorset County Council	Overall activity and grant funding
Borough of Poole	EU Strategic Investment Framework

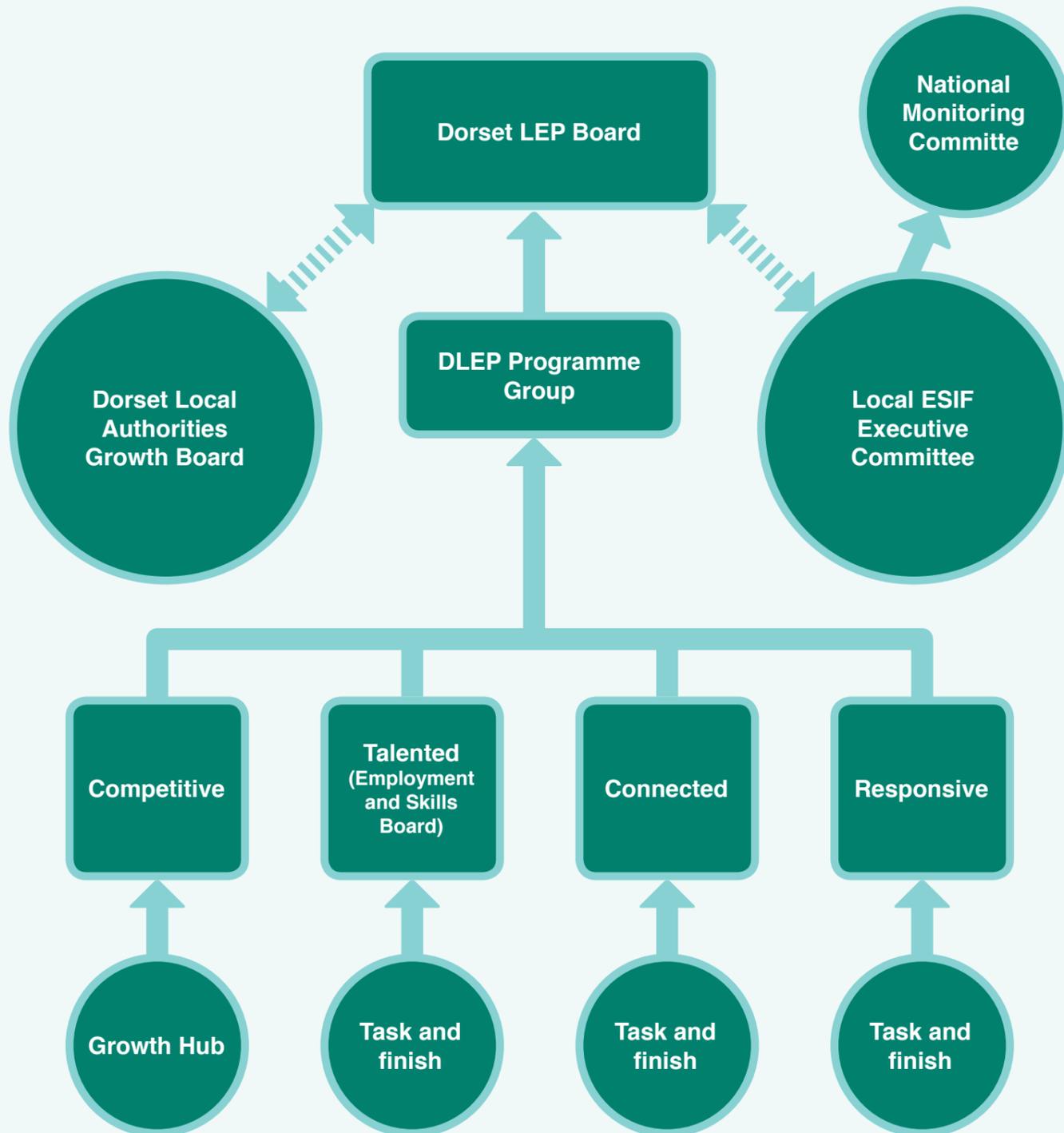
Part 3: Management and Delivery

Dorset Governance and Delivery Structure

Effective and efficient governance and delivery arrangements are vital if the Dorset LEP is to make a positive impact and drive economic growth. As the

main focus of activity moves from start-up and strategy development to delivery, monitoring and evaluation, the structure of the Dorset LEP will be shaped to ensure that it is fit for purpose and that form follows function. Hence the structure will be:-

Figure 3.2 The Dorset LEP: Strategy into Action



The current membership of the Dorset LEP Board is identified above. The governance arrangements of the Board are currently being reviewed to ensure that it continues to be fit for purpose, and has in place adequate standards of corporate governance, which will make all those involved with the Dorset LEP confident that it is operating effectively with the right checks and balances in place. Service level agreements will be established between the LEP and local authorities performing roles on its behalf, such as acting as accountable body.

The Board will continue to provide strategic leadership and oversee the delivery of the strategic economic plan and local growth deal.

The Programme Group will consist of selected Board members plus relevant officers (LEP and local authority) and be responsible for the detailed management of performance data, overview of funding streams, and informing the Board on progress and the need for intervention and decision making to ensure that delivery remains on track.

Each of the priority themes of the Dorset LEP will be overseen by an appropriate working group, comprising Board members, business, voluntary and public sector officers as appropriate and relevant to the objective and outcome desired. Progress will be reported to the Board via the Programme Group.

Task and finish, or delivery, groups will be established to implement specific interventions identified in the strategic economic plan, and be associated with the most appropriate theme groups. Where appropriate business

sector groups may be continued or established to ensure effective dialogue and/or collaboration.

The Dorset LEP does have external links which are important to achieving its and other partners, aspirations. These include the Dorset Local Nature Partnership, with which cross Board representation has been established, the Superfast Dorset Partnership (to deliver broadband across Dorset), and the Local ESIF Committee.

Local Authority Collaboration

The Dorset local authorities have a track record of collaboration to provide services (including the Dorset Waste Partnership, a single Local Transport Plan, Better Together Health services provision (Transformation Challenge Award), Multi-Area Agreement, Heathlands Development Plan, Strategic Housing Land Availability Assessment, Minerals and Waste Planning, strategic planning, and the Green Infrastructure Strategy). The opportunity to make a greater collective contribution to economic growth through the LEP and local growth deal are fully recognised, and the local authorities intend to build on the history of collaboration between councils and between local government and the LEP to deliver economic growth and prosperity.

The nine Dorset local authorities have therefore agreed to establish a Growth Board to ensure effective collaboration and utilisation of resources in pursuit of the strategic economic plan. The diagram below demonstrates the development of thinking of the local authorities and the general direction of travel to formalise collaboration.

Figure 3.3 Directions for collaborations



Joint action

Agreement to support a growth strategy, typified by a series of collaborative or jointly funded interventions.

Shared services

Combined economic development team under direction of a designated officer, accountable body, or joint committee.

Joint Leader Committee/Growth Board

As with PUSH, bringing 12 councils together.

Economic Prosperity Board

A formal, stable, single structure for leading collaboration between authorities on economic development.

Combined authority

Statutory body with functions set in legislation. Typically, transport, economic development and regeneration.

Part 3: Management and Delivery

Moving from joint action to an incorporated body – possibly a Combined Authority - is a clear signal that all Councils are fully committed to working together to deliver economic growth. The Terms of reference for the Growth Board are in development, and it will be formally established in 2014. Its core functions will be to:-

- Co-ordinate the local authority contribution to the delivery of the strategic economic plan and the local growth deal;
- Act as the formal link between local government in Dorset and the Dorset LEP Board;
- Provide local democratic and financial accountability for the LEP, the strategic economic plan, local growth deal and other relevant funding streams; and,
- Facilitate and enable collaboration between the local authorities on economic development and associated activities.

Growth and public asset management

The DLEP would like to take forward flexibilities and productivity opportunities to support growth. Growth potential will be explored in relation to productivity savings linked to estate and property assets. We would seek ways to release efficiency gains and public sector assets for growth, focusing on using buildings more efficiently or clearing and selling off disused land for redevelopment to encourage regeneration and raise capital to fund growth projects in other areas.

- leasing land for redevelopment to provide LAs with a better long-term return on assets, including the flexibility to re-invest in growth plans.
- We would seek to explore the proportions of land in the region in public ownership and use and the potentials for relocation and or rebuild to improve services and open up prime property for regeneration.

We would invite the flexibility to progress a review assessing the feasibility of

- Making savings and delivering service benefits from bringing services together in one up to date facility in a city centre location
- Asset realisation in prime sites which might be attractive to initiatives with high growth potential
- Town centre reconfiguration and regeneration in the region

Collaboration to deliver growth

The successful delivery of this strategic economic plan demands close and effective collaboration and partnership working across Dorset. There are already strong and well established working relationships

between the LEP, businesses, higher and further education, the voluntary sector and local authorities. Indeed this plan also sets out firm commitments to strengthen some of these arrangements.

This collaboration has already established a range of interventions which have served to increase the vitality and resilience of the local economy. These include the Dorset Mentoring Scheme (DorMen) which has been held up as a national exemplar, an interactive employment land and premises database, and inward investment activity to promote Dorset as a business location and foster foreign direct investment.

The continuation and enhancement of these interventions are crucial to underpin other activity and investments contained within this plan. For example, if our ambitions for the digital economy are to be achieved, business mentors to support fledgling enterprises and platforms to promote the benefits of relocating to Dorset to targeted audiences will be essential.

Whilst local partners are committed to maintain these interventions, local resources are limited and likely to be subject to pressure for public sector savings. Therefore, the Dorset LEP is seeking the scope to support and enhance these, and potentially new initiatives arising from activity included in the plan, through the local growth deal.

Successful delivery of these interventions also requires collaboration with partners, including Government departments and agencies, outside of the Dorset LEP. These include UK Trade and Investment (both in terms of inward investment and trade support), the Environment Agency, the Skills Funding Agency, Manufacturing Advisory Service, and others. Where appropriate, working relationships will be formalised through memorandums of understanding or 'opt-in' agreements.

In addition the Dorset LEP has a number of 'asks' of Government (and UKTI in particular) to improve collaboration and enhance support for economic growth:-

We are intending to finalise our Investment propositions around the key sectors of Marine, Creative and Advanced Manufacturing/Aerospace, and would like UKTI to review them at a sector level to offer any advice and benchmarking, as well as better access to Posts who have an interest in these Sectors

- We re keen to understand how UKTI structures propositions and pitches....UKTI requested to send over the UKTI proposition structure for their review to assess currency of Dorset proposition
- We are also keen to utilise UKTI specialist knowledge in a practical "pitching" session of their Sector propositions to UKTI Sector experts in their 3 main

target sectors

- We wish to understand how lessons from Tech City and the Global Entrepreneurs Programme can be utilised by Silicon South and the Digital manifesto
- We are keen to work better with the UKTI HQ managed foreign owned Companies, and particularly to engage with the Posts who are in the Virtual teams
- We have identified the need to make better use of sharing intelligence gained from company visits by the range of advisors and account holders, without challenging issues of confidentiality

Dorset Cross LEP working

Background

Dorset LEP is committed to working closely with neighbouring LEPs to ensure:

- Cross border synergies are identified and exploited;
- To improve value for money of interventions funded through City Deal, the Local Growth Deal and EU SIF; and
- Particularly in relation to transport and connectivity issues, that a coherent and cross LEP approach is developed which supports the planning and implementation of large scale and strategic transport interventions.

We believe it is essential that LEPs work closely together to achieve this alignment and in this respect we have undertaken a dialogue with the following LEPs: Heart of the South West LEP, Enterprise M3, Solent and Swindon and Wiltshire. All are supportive of strong, consistent and meaningful cross LEP working with Dorset and we will continue to be proactive in ensuring that these links are maintained and enhanced as the Local Growth Deal is rolled out.

Through our dialogue and in the preparation of our Strategic Economic Plan we have sought to identify those issues where we have common interest and there is mutual support for defined interventions or policy areas.

We share many features with our neighbouring LEPs. In terms of EM3 and Solent we have close proximity to London, provide gateways in terms of ports and airports, have a strong network of universities and companies wishing to grow and expand. Connectivity and space to grow is a common feature but so too is a capacity to grow. With those to the north and west again there are critical connectivity linkages and a joint interest in the health of our rural economies. We have shared sectoral links across all of these. We see joint LEP collaboration as key to success and in we will continue to work closely to operational these in the months and years ahead. Set out below are some of the key interests that we will explore.

Transport

Transport lies at the heart of Dorset's Strategic Economic Plan and we have therefore sought cross LEP support for some of our key plans. Similarly we would wish to add weight to key transport issues identified by our neighbouring LEPs, which would also bring benefit directly or indirectly to the Dorset LEP economy.

As our Plan highlights, connectivity is important to Dorset, which has relatively good transport connections

to the east but inadequate linkages north or to the west. The major locations planned for significant business development are at Bournemouth airport and Poole harbour.

It is our view that economic activity is currently being hampered by poor connections (particularly for heavy goods vehicles) north to the M5 and M4. The most direct route northwards is the A350, but within Dorset this is heavily constrained through environmental designations. Hence they see the best northwards link at being the A37 to Yeovil, A3088, A303 and then A358 to M5 Junction 25.

A303

The A303/A30/A358 corridor has some of the most notorious road hot spots in the country which plays an important role in connecting the Swindon and Wiltshire LEP, Dorset LEP and Heart of the South West LEP area to South East and South West regions. A DfT study aims to identify the opportunities and understand the case for future investment solutions on the A303/A30/A358 corridor that are deliverable, affordable and offer value for money. The LEPs concerned will take an active role in contributing to the study and will seek to maximise the economic potential of any improvements that flow from its conclusions.

Heart of the South West LEP and Swindon and Wiltshire LEP propose significant improvements to the A303. DfT has already agreed that the economic benefits assessment prepared by Somerset, Devon, Wiltshire and the LEP provides a robust assessment of end-end dualling

Dorset LEP, Heart of the South West LEP and Swindon and Wiltshire LEP have a shared interest in improving the A303 and A358, together with M5 Junction 25. Dorset wishes to see a commitment to improve the A37 from the Dorset border into Yeovil and upgrade the A30 in Yeovil, and is seeking the support of Heart of the South West LEP.

Junction 9 of the M3

Located within the Enterprise M3 LEP area, it is a strategic junction connecting two key routes on the Strategic Road Network (SRN), the M3 and A34. The Highways Agency, identifies the A34 southbound link to the M3 at Winchester (at M3 Junction 9) as the least reliable link on the route, with just 54.1% of the vehicle miles are completed on time. The Junction is demonstrably of strategic importance, with both local evidence and Highways Agency Evidence confirming this. The M3 is a critical part of the link between London and the wider South East and Dorset. Solent and EM3 LEP are jointly seeking improvements to this junction and Dorset would further support this as it affects connectivity

issues within the Dorset LEP area also.

A350 North/South route

From South East Dorset the most direct route northwards is the A350. Despite carrying significant volumes of traffic, travel times are unreliable. The A350 north-south primary route corridor is largely unsuitable for the volume and type of traffic it carries. Well-functioning north-south connections are essential to freight traffic, to provide good access to the ports and to promote economic growth in South East Dorset and in Weymouth & Portland and Dorchester, Dorset's most populous area outside of the conurbation – and including port locations. Swindon and Wiltshire LEP is committed to improving the A350 and we see a strong case for a joined up approach to improving connectivity on this important route

East West Connectivity (south of England)

Solent LEP has proposed significant improvements to east west connectivity, which if supported would bring benefits in terms of connectivity to the Dorset area. The M27 connects Portsmouth with Southampton, yet operates near or at capacity at certain sections at peak times. This relates to the roles it performs as a local distributor road in this highly urbanised area, the close proximity of junctions, as well as its strategic role (particularly for the time sensitive and growing Port-related traffic). This results in unreliable journey times and is impacting on the competitiveness and productivity and affects journey times west to Dorset, particularly Bournemouth and Poole from the East. We would support this initiative.

Rail Services

Rail passenger growth – including on the important Weymouth-London Waterloo line - has been constrained by limited service frequencies and a lack of infrastructure. A lack of quality interchange facilities beyond the core stations acts as a barrier to using linked modes. Furthermore there is a general lack of through services between the South East Dorset conurbation and into the wider Bristol/Bath area.

Heart of the South West LEP, Swindon and Wiltshire LEP and Solent LEP are mutually supportive of improved rail links from Waterloo.

London Waterloo to Exeter Rail services and Infrastructure – Together with Heart of the South West and Swindon & Wiltshire LEP we have a shared interest in:-

- Securing improved services on the Waterloo to Exeter route, including provision for additional stations/ station calls
- Securing additional line capacity (eg passing loops) in order to support additional services, and to enable the route to be better used for diverted Great Western services if the Great Western is closed due to planned maintenance or flooding.

- We would also support improved frequencies on the Bristol/Bath – Westbury – Frome – Weymouth service, but we would also wish to see an hourly service frequency between Weymouth and Exeter (via Yeovil).
- We believe that there would be merit in a joint study (with First Great Western and Swindon & Wilts LEP) into the rail services radiating from Westbury to Bristol/ Bath, Swindon, Weymouth and Salisbury/ Southampton/ Portsmouth.

London Waterloo to Weymouth – Together with Solent LEP and Enterprise M3 LEP we have an interest in improved services on the Waterloo to Weymouth route which passes through Southampton/Portsmouth, Bournemouth and Poole en route to Weymouth and in terms of journey speeds to London, when compared with other major cities, journey speeds are markedly slower than any other major city.

Numerous challenges that affect capacity and journey speed, but we would like to see urgent action on this and will work collaboratively with our LEP colleagues, the Highways Agency and Network Rail in addressing these issues.

Rural issues

The border areas between Dorset, Em3, Heart of the South West LEP and Swindon and Wiltshire LEP are rural hinterlands. Dorset LEP has a strong policy towards supporting its rural areas and market towns and this is a key area of common concern. All are considering how to effectively deploy EU SIF funding and will work closely together to ensure cross border synergies in the use of EAFRD.

Rural businesses tended to have differing needs, not least because they tend to have a higher proportion of SMEs. We are interested in working with colleagues in the Heart of the South West to explore the Rural Growth Network pilot work and better understand possible synergies there.

All are committed to supporting the growth and resilience of the rural economy and ensuring broadband access.

Digital connectivity

Broadband is fundamental to supporting local growth in a global economy. Heart of the South West, Swindon and Wiltshire and EM3 have all identified a common goal of improving digital connectivity by extending Superfast Broadband to those predominantly rural areas currently not covered. These LEPs would support a co-ordinated approach to tackling this issue to support business growth particularly in our rural hinterlands.

Dorset Cross LEP Working

Strategic Sectors

Visitor Economy

The New Forest National Park provides one of the major locations for tourism related employment and is visited by 13.5 million visitors each year who generate nearly £400 million in tourism expenditure. Many will also visit Dorset. The Visitor economy is critical in the plans of Heart of the South West, Em3 and the Solent LEP. We would see the benefits in promoting the visitor economy in the wider economy. Solent LEP is proposing Visit Solent campaign. We have indicated the desire to work jointly with Solent to ensure that there is a joined up approach across these coastal economies. We would welcome further joint work on this issue.

Marine and maritime

Marine is a key sector of interest within the Dorset LEP economy and we see many benefits to linkages with Heart of the South West and Solent LEP in taking forward an aligned marine and maritime approach. The Solent LEP has developed a Marine Supplement which proposed a number of significant port related developments, developments in terms of skills and significant developments in terms of research, development and innovation, building on their significant University presence. Plymouth too has a significant marine capability and with significant Port capacity and an established research and innovation base.

We have had initial discussions on the potential benefits of better alignment, particularly in terms of R and D, which might bring benefits to the Dorset marine sector and will continue this as we roll out our SEP.

Creative and Digital

The particular interests of our HE sector is in the creative industries and this is shared with Portsmouth University in particular. Developing closer working between our universities will also be important going forward and through our collaboration with Solent LEP we will seek to maximize the synergies of our planned investments.

Orthopedics

Dorset LEP has a strong interest in orthopaedics, in terms of technologies and techniques. Our planned initiatives potentially link well with developments within Swindon and Wiltshire LEPs Porton Science Centre plans.

Food and Drink

The food and drink sector is a priority for Dorset and is also a critical sector for the Heart of the South West and

Swindon and Wiltshire. We would see great opportunities in developing strong sectoral linkages in this regard.

Care sector issue

This sector is of great importance in the Dorset area but there are clear links with other, particularly coastal LEPs which also share high levels of elder care facilities. We would like to build on growing innovation in the field and note in particular some of the innovative developments in Heart of the South West LEP and the presence of the health cluster in Torbay.

Farming sector innovation / technology

Agri tech is a smart specialization sector for heart of the South West and farming is an important feature of Dorset economy. Again we would see opportunities for close co-operation allowing Dorset to benefit from technological developments and developments in farming techniques. Heart of the South West has indicated a desire to work closely on these sector issues.

Appendix 1: SEP Major Transport Scheme Programme Transport Strategy Key Asks (2015-2019)

Summary of appendix and links to SEP planning / strategy	
Local Transport Board priority schemes	Integration with LEP SEP / LGF projects and priorities
Local Transport Board Schemes	
LTB Priority 1: A338 Spur Road Improvements	Airport: The road also provides the key access to Bournemouth Airport and the Aviation Park industrial estate
LTB Priority 2: Poole Bridge Approach Spans	Poole Regeneration Area – 4,600 jobs and Port of Poole 2,100 jobs and adjacent housing developments. Poole Maritime growth
LTB Priority 3: Bournemouth Airport Access	Immediate access to Bournemouth Airport and the associated industrial zone and the growing Aviation Park land
LTB Priority 4: North Bournemouth Quality Bus Corridor	Local competitiveness, liveability, Landsdowne Cluster, carbon reduction, skills delivery.
LTB Priority 5: Completion of Poole Town Side Access to Port of Poole	Poole Regeneration Area : The Town Centre and the Regeneration Area are fundamental for facilitating the economic growth of Poole as an identified Growth Point
LTB Priority 6: Wallisdown to Bournemouth Quality Bus Corridor	Joint Universities Business Campus: The scheme will improve access to the University and to the Wallisdown Road/Elliot Road employment centre
LTB Priority 7: Blackwater Interchange	Airport regeneration (2,500 jobs in phase 1) and Link with proposed cycle route from Throop to airport, New Forest (carbon reduction / liveability).
LTB Priority 8: Enmore Green Link Road	Gillingham regeneration projects: An urban extension of approximately dwellings and employment proposed at Gillingham

LTB Priority 9: A348 Gravel Hill Online Improvements	Poole regeneration: The North Poole Employment Land (land off Magna Road) is identified as a possible site for economic growth and will provide 2000 jobs if development goes ahead.
LTB Priority 10: Castle Lane East Improvements	Reduced AM and PM delays between Christchurch and Bournemouth and to and from Bournemouth Hospital and Wessex Fields Business Park
LTB Priority 11: Kings Park Slip	It will provide a more direct exit to the A338 from AFC Bournemouth and future developments at Kings Park.
LTB Priority 12: Conurbation-wide Key Junctions Improvements	Competitive Dorset and Responsive Dorset. Reduced AM and PM delays throughout the conurbation. Carbon Reduction
LTB Priority 13: A338 Widening-Cooper Dean to Blackwater	The increased employment at the Airport necessitates this scheme to ensure the A338 retains sufficient capacity.
LTB Priority 14: A31 Ringwood Widening	The scheme resolves the accident and congestion pinch point at Ringwood – cycling, safety and liveability. Carbon reduction.
te management safety improvements – A35 / A37/A358/ A303	Connecting / Competitive Dorset: Improving North – South connectivity from Dorset to motorway network and beyond.
A35 / A37 Monkey’s Jump roundabout improvements (Highways Agency)	Improvement to the capacity of the existing roundabout to facilitate later phases of the Poundbury development
A35 Yellowham Hill to Stinsford widening (Highways Agency)	Western region growth// connection: An historic aspiration of both the County and HA to complete the dualling of the Tolpuddle By-pass at its western end to join up with Stinsford roundabout on the eastern side of Dorchester
Completion of the Port Link Road (to Poole Port)	Poole Port: Completion of the Port Link Road is a key aspiration of BoP.
Airport Internal Link Road	Airport Development
(Access to Airport – phase 3)	The delivery of the employment land in the north-eastern sector of Aviation Park at the Airport (almost half of the 59 ha) relies on being able to provide direct access to an improved B307

Intensified joint Smarter Choices programme - 3 Towns Corridor LSTF	Competitive Dorset, Carbon Reduction: This scheme focuses on improving the co-ordination of all public transport, active travel and smarter choices initiatives across Poole, Bournemouth and Christchurch conurbation
Community Travel Exchange Hubs in market towns and rural hinterlands	Responsive and Connected – across communities: Community transport and taxi services to take over from conventional bus as a means of maintaining and developing public transport links in some areas
Bournemouth 2015/16 Revenue Bid (BE SMARTEr)	Enhancing and encouraging cycling for health and other benefits.
Wallisdown to Lansdowne Cycleway Scheme Upgrading existing cycling and walking infrastructure to enable people of all ages and abilities to use the routes – Dorset-wide Cross-boundary walking and cycling route – A347 New Road Cross-boundary walking and cycling route – A348 Ringwood Road Poole Completion of Cycle network	<p style="text-align: center;">Range of schemes to support and promote sustainable transport, low carbon and healthy living. Well evidenced and linked to local potentials.</p>
Joint Transport Management Centre	Cross functional / modal co-ordination: This scheme tackles congestion across the Conurbation with improvements to traffic control systems and integration of traffic management and traffic signal control centres. The centre will be co-located with other transport providers such as bus companies and will work closely with the Highways Agency and Train Operators

DLEP contribute to funding for a study to increase capacity of the Wallisdown Rd corridor, by road, bus, rail or innovative fixed link transport systems and to study for “Talbot” station	Links to SEP-proposals re. University campus development; In conjunction with the introduction of the ‘All Stations’ service, DLEP Support investigation of a new station at Talbot to serve Bournemouth University and Media Park
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Rail

The strategy summary incorporates outlines for specific Rail developments linked to commute times and connectivity to transcontinental airports, as well as in-region development aspirations¹.

¹ We note the economic importance of the necessity for improvements to the South West rail network (aka Peninsula Rail).

Intervention	Summary of Need/Outcomes	Evidence	2015	2016	2017	2018	2019	2020	Cost SGF / LTB / LSTF / LA / CIL / S106
A338 Spur Road Improvements LTB Priority 1	<p>This essential maintenance scheme comprises the reconstruction of nine kilometres of the A338 between A31 at Ashley Heath interchange and Blackwater junction. This is Dorset's most heavily trafficked road and the key access to the South East Dorset conurbation; essential to its economic viability and growth.</p> <p>The A338 is essential to the effective functioning and economic development of the South East Dorset conurbation, home to around 440,000 people and is key to facilitating major growth in the conurbation. The road serves as the main arterial route giving access to Bournemouth, Christchurch. The road also provides the key access to Bournemouth Airport and the Aviation Park industrial estate. This currently hosts around 2,500 jobs with extant planning consent for an additional 42,000m² of mixed commercial and industrial floor space; around 12 – 15ha that will deliver approximately 1,200 new jobs.</p> <p>The implementation of this scheme is vital to unlocking the potential of key employment land to support critical business sectors, creating more jobs and retaining skills, and delivering economic growth and prosperity for Dorset. Under an economic impact assessment produced by DCC using the</p>	<p>A338 Bournemouth Spur Road Major Scheme Business Case: 21/02/2013, Update March 2014.</p> <p>DLTB Major Transport Schemes Prioritisation Process - EAST justification, June 2013, Mouchel –</p> <p>EAST : IDCC Scheme Evidence/EAST/EAST_A338 Major Maintenance_v2.pdf</p> <p>DLTB Major Transport Schemes Prioritisation Process – short list assessment, July 2013, Mouchel</p> <p>Christchurch and East Dorset Core Strategy Consolidated Version March 2013 Policy KS10</p> <p>https://www.dorsetforyou.com/media.jsp?mediaid=184264&filetype=pdf</p> <p>LTP3</p> <p>https://www.dorsetforyou.com/media.jsp?mediaid=163132&filetype=pdf</p> <p>SEDMMTS</p> <p>https://www.dorsetforyou.com/media.jsp?mediaid=175733&filetype=pdf</p> <p>http://www.dorsetforyou.com/media.jsp?mediaid=181357&filetype=pdf</p>							<p>Cost £22M</p> <p>LTB £12.2M</p> <p>LGF £7.6M</p> <p>LA £2.2M</p>

Intervention	Summary of Need/Outcomes	Evidence	2015	2016	2017	2018	2019	2020	Cost SGF / LTB / LSTF / LA / CIL / S106
Poole Bridge Approach Spans LTB Priority 2	<p>ECONji Economic Impact Analysis package designed by the South West Economy Centre, University of Plymouth, (SWEC), for the South West Regional Observatory (SWRO), improvements made to the A338 Bournemouth Spur Road are assumed to facilitate the achievement in full of projected growth in employment and trade. This is projected to result in the gain of an initial 2,740 full time equivalent jobs, leading to a total gain of about 4,070 full time equivalent jobs and a total gain to the local economy of £250 million in Gross Value Added (GVA) representing an increase of just over three per cent in total GVA.</p> <p>The Port of Poole and Poole Bridge Regeneration Site will be a major employment centre located immediately adjacent to the Poole Bridge. The construction of the Twin Sails Bridge (costing £37M, DfT grant of £14.141M and £1.2M for preparatory costs) in 2012 is an important part of the two bridge road network which is a key transport corridor to be used for unlocking potential redevelopment in Poole. The completion of part of the Port Link Road financed through developer contributions (£2M) is also key to improving access to the area. The closure, or frequent need for maintenance of the older bridge will put this regeneration at significant</p>	<p>DLTB Major Transport Schemes Prioritisation Process - EAST justification, June 2013, Mouchel</p> <p>DLTB Major Transport Schemes Prioritisation Process – short list assessment, July 2013, Mouchel</p> <p>Core Strategy, 2009 (PCS1, 3, 10, 11) : http://www.boroughofpoole.com/EasysiteWeb/getresource.axd?AssetID=5943&type=full&servicetype=Attachment</p> <p>Poole Town Centre - review:</p> <p>Mike Hayes, Poole Central Area Masterplan Review: http://www.boroughofpoole.com/EasysiteWeb/getresource.axd?A</p>							<p>Cost £4.2m (2013)</p> <p>LGF £3.78M</p> <p>LA £0.42M</p>

Intervention	Summary of Need/Outcomes	Evidence	2015	2016	2017	2018	2019	2020	Cost SGF / LTB / LSTF / LA / CIL / S106
	<p>junction, improved bus stop facilities and shelters with real time information, rationalisation of on-street parking and enhanced public realm at Winton Banks. Cycle and pedestrian facilities will be prioritised as part of this programme of improvements.</p> <p>1500-2500 dwellings expected on Key Routes (based upon area-wide policy) and a further 2000-3000 in the District Centres which are generally contiguous with the Key Transport Routes. Considered key to successful delivery of Bournemouth housing growth. The scheme will assist in the delivery of jobs as an additional 16,000 jobs within the existing urban area (to 2026), strengthening the need for supporting transport infrastructure.</p> <p>Journey times and journey time reliability would improve along the North Bournemouth corridor as a result of this package, through mode shift to bus.</p> <p>Bus operators would deliver improved bus services in partnership, as a result of the Quality Bus Corridor improvements. This would improve links between housing and employment, and could benefit residents living in deprived areas (e.g. Kinson).</p>	<p>pe=pdf</p> <p>Bournemouth Core Strategy referred under policy CS13 Key Transport Routes and Policy CS21 Housing Distribution</p> <p>Bournemouth Plan (Core Strategy) and Bournemouth Town Centre Area Action Plan: Infrastructure Delivery & Implementation</p> <p>South East Dorset Bus Showcase Corridor Study (Atkins, 2011)</p> <p>Major Scheme Business Case Bus Showcase Corridors Scoping Study (Mouchel, 2008)</p> <p>Quality Bus Partnership</p> <p>Poole/Bournemouth Public Transport Study (1992)</p>							contribution, CIL & S106) £0.5m

Intervention	Summary of Need/Outcomes	Evidence	2015	2016	2017	2018	2019	2020	Cost SGF / LTB / LSTF / LA / CIL / S106
<p>Completion of Poole Town Side Access to Port of Poole</p> <p>LTB Priority 5</p>	<p>Improving access to the Port and Regeneration area by investigate reversal of the one-way gyratory where possible, allocating West Quay Road as the primary two-way route to the bridges. Provide a more pedestrian and cycle friendly route on West Street whilst restricting access to vehicles. Redesign Hunger Hill with better/safer overall cycle and pedestrian facilities and improve the public realm. Whilst a specific scheme has not been decided at this stage, extensive work is being carried out in the coming months to finalise a preferred option and a SPD ready to implement in accord with future development as one strategy.</p> <p>The Town Centre and the Regeneration Area are fundamental for facilitating the economic growth of Poole as an identified Growth Point.</p> <p>Regeneration Area – 4,600 jobs, town centre 2,400 jobs, 2,000 sq.m office space.</p> <p>Town Centre and regeneration area - 2,500 dwellings.</p> <ul style="list-style-type: none"> Pilkington tiles site: Outline consent for 268 dwellings, 11,500sqm B1, 900sqm A1/A3. Reserves matters approval for 82 dwellings now under construction West Quay Marina, West Quay Road: Outline consent for 96 flats, 182 bed hotel, 2000sqm B1, 2800 	<p>Core Strategy, 2009 (PCS 1, 5, 10, 11, 15)</p> <p>http://www.boroughofpoole.com/EasysiteWeb/getresource.axd?AsseID=5943&type=full&servicetype=Attachment</p> <p>DLTB Major Transport Schemes Prioritisation Process - EAST justification, June 2013, Mouchel</p> <p>DLTB Major Transport Schemes Prioritisation Process – short list assessment, July 2013, Mouchel</p> <p>Poole Town Centre SPD Review:</p> <p>Mike Hayes, Poole Central Area Masterplan Review:</p> <p>http://www.boroughofpoole.com/EasysiteWeb/getresource.axd?AsseID=9354&type=full&servicetype=Attachment</p> <p>TC A&M Consultation Report:</p> <p>http://www.boroughofpoole.com/EasysiteWeb/getresource.axd?AsseID=16839&type=full&servicetype=Attachment</p> <p>SPD and Transport Model Programme:</p> <p>http://www.boroughofpoole.com/EasysiteWeb/getresource.axd?AsseID=15467&type=full&servicetype=Attachment</p> <p>LTP3</p> <p>https://www.dorsetforyou.com/media.jsp?mediaid=163132&filety</p>							<p>Cost £10m</p> <p>LGf £9M</p> <p>LA £1M</p>

Intervention	Summary of Need/Outcomes	Evidence	2015	2016	2017	2018	2019	2020	Cost SGF / LTB / LSTF / LA / CIL / S106
Wallisdown to Bournemouth Quality Bus Corridor L TB Priority 6	<p>sqm A1/A3/A4/A5</p> <ul style="list-style-type: none"> Asda site: 6000sqm gross foodstore, 160 flats, hotel and outline consent for upto 9000sqm office Various RNLI devs <p>Measures along the Wallisdown to Bournemouth Corridor will include the introduction of bus and cycle lanes, bus prioritised traffic signals, improved bus stop facilities and shelters with real time information, rationalisation of on-street parking, enhanced public realm, and an additional south-eastbound bus-only lane approaching Talbot Roundabout. The scheme will improve access to the University and to the Wallisdown Road/Elliott Road employment centre. Cycle and pedestrian facilities will be prioritised as part of this programme of improvements.</p> <p>1500-2500 dwellings expected on Key Routes (area-wide policy) and a further 2000-3000 in the District Centres which are generally contiguous with the Key Transport Routes. Considered key to successful delivery of Bournemouth housing growth. The scheme will assist in the delivery of jobs as an additional 16,000 jobs within the existing urban area (to 2026), strengthening the need for supporting transport infrastructure.</p> <p>New/improved bus services will improve</p>	<p>pe=pdf</p> <p>SEDMMTS Chapter 6</p> <p>LTP3 Chapter 9 and Policy LTP-H3</p> <p>Bournemouth Core Strategy referred under policy CS13 Key Transport Routes and Policy CS21 Housing Distribution</p> <p>Bournemouth Plan (Core Strategy) and Bournemouth Town Centre Area Action Plan: Infrastructure Delivery & Implementation</p> <p>South East Dorset Bus Showcase Corridor Study (Atkins, 2011)</p> <p>Major Scheme Business Case Bus Showcase Corridors Scoping Study (Mouchel, 2008)</p> <p>Quality Bus Partnership</p> <p>Poole/Bournemouth Public Transport Study (1992)</p>							£2.5m LGf £1.8 Local Contribution (including LA contribution, CIL & S106) £0.7m

Intervention	Summary of Need/Outcomes	Evidence	2015	2016	2017	2018	2019	2020	Cost SGF / LTB / LSTF / LA / CIL / S106
Blackwater Interchange (Airport Access - Phase 1) L TB Priority 7	<p>accessibility through reducing bus journey times. Would include new travel hub at the University and improvements to travel interchange at the rail station.</p> <p>Improved bus services, benefitting from bus priority measures, would serve new housing and employment developments and thus contribute towards regeneration, as well as serving areas with high unemployment.</p> <p>The improvement scheme will improve capacity of the junction through the construction of a second over-bridge spanning the A338 on the south side of the existing bridge. This will provide two additional lanes and the B3073 will then be carried over the A338 with a two lane dual carriageway. Link with proposed cycle route from Throop to airport, New Forest etc.</p> <p>2,500 jobs in phase 1.</p>	<p>DLTB Major Transport Schemes Prioritisation Process - EAST justification, June 2013, Mouchel</p> <p>DLTB Major Transport Schemes Prioritisation Process – short list assessment, July 2013, Mouchel</p> <p>Christchurch and East Dorset Core Strategy Consolidated Version March 2013 Policy K59, Policy KS10</p> <p>https://www.dorsetforyou.com/media.jsp?mediaid=184264&filety pe=pdf</p> <p>LTP3</p> <p>SEDMMTS</p>							Cost £8M LGf £5.7M CIL £0.4M S106 £1.1M LA £0.8M
Enmore Green Link Road	<p>An urban extension of approx 1800 dwellings and employment c.2500 jobs is proposed at Gillingham. This scheme, linking B3081 with A30 at Shaftesbury will ensure that development does not negatively impact on A303 or on the Shaftesbury town centre</p>	<p>North Dorset Local Plan 2011 – 2026 Pre-submission Draft: Policy 16</p> <p>https://www.dorsetforyou.com/media.jsp?mediaid=190239&filety pe=pdf</p>							Cost £5M LGf £4.07m LA £0.5M

Intervention	Summary of Need/Outcomes	Evidence	2015	2016	2017	2018	2019	2020	Cost SGF / LTB / LSTF / LA / CIL / S106
LTB Priority 8	conservation area and is considered essential for this development. There are no known environmental issues with this scheme, the route of the link falls entirely within the control of Dorset County Council and the scheme is supported in the Local Plan.	DLTB Major Transport Schemes Prioritisation Process - EAST justification, June 2013, Mouchel DLTB Major Transport Schemes Prioritisation Process – short list assessment, July 2013, Mouchel LTP3 12.4.9							S106 £0.43
A348 Gravel Hill Online Improvements LTB Priority 9	The A349 Gravel Hill is a primary route into Poole from the national network. It experiences congestion at peak times increasing journey times. The strengthening of the embankment will eliminate the instances of bank failure, ensuring predictability of and reduction in journey times. The North Poole Employment Land (land off Magna Road) is identified as a possible site for economic growth and will provide 2000 jobs as development goes ahead.	Core Strategy, 2009 (PCS 4, 15, 19, 30) DLTB Major Transport Schemes Prioritisation Process - EAST justification, June 2013, Mouchel ..iPoole Port Evidence\DLTB Evidence\1054326-R-001--A Stage 1 Report v8.docx DLTB Major Transport Schemes Prioritisation Process – short list assessment, July 2013, Mouchel ..iPoole Port Evidence\DLTB Evidence\1054326-R-002-A Stage 3 Report v2.docx LTP3 SEDMMTS							Cost £4.3M LGF £3.87M LA £0.43M
Castle Lane East Improvements	The scheme comprises (from east to west): Signalised junction at Iford Roundabout. Riverside Avenue and Holdenhurst Avenue junction improvement. Cooper Dean intersection - provision of a dedicated south-westbound (Castle Lane East	SEDMMTS LTP3 Bournemouth, Dorset and Poole Economic Strategy 2008-2026							Estimated cost £3.5m LGF £3.1m LA Contribution

Intervention	Summary of Need/Outcomes	Evidence	2015	2016	2017	2018	2019	2020	Cost SGF / LTB / LSTF / LA / CIL / S106
LTB Priority 10	to Wessex Way) free-flow lane. Also, sections of bus lane on Castle Lane East and the circulatory carriageway. This is considered to be Phase 1 of the Wessex Fields Package (see Wessex Fields Package) and the improvements would be implemented in a manner that would not prejudice the future delivery of Phase 2. Reduced AM and PM delays between Christchurch and Bournemouth and to and from Bournemouth Hospital and Wessex Fields Business Park. Improved network resilience. Reduction in number of road traffic incidents. Quicker and consistent bus journeys.								£0.4m
Kings Park Slip LTB Priority 11	The A338 (Wessex Way) dual carriageway southbound currently has a diverge off-slip, onto Kings Park roundabout, with no downstream on-slip to the Wessex Way. An on-slip road is proposed from Kings Park roundabout onto the A338 southbound (towards Bournemouth & Poole). The new slip road will enable more traffic to use the purpose built A338 Wessex Way, thereby relieving congestion on Holdenhurst Road and the Kings Park area generally. It will provide a more direct exit to the A338 from AFC Bournemouth and future developments at	SEDMMTS LTP3 King Park Slip Road Pinchpoint Bid Application 2009 Kings Park Slip Road Study 2012 A338 Wessex Way/Kings Park Roundabout and Richmond Park Interchange Technical Assessment							£3.3m LGF £2.3m LA contribution £1m

Intervention	Summary of Need/Outcomes	Evidence	2015	2016	2017	2018	2019	2020	Cost SGF / LTB / LSTF / LA / CIL / S106
	Kings Park. Reduced AM and PM delays. Improved access to A338 improving the attractiveness of Kings Park for development. Notably the proposed Ice Rink is increasingly viable and the AFCB benefit from the improved access.								
Conurbation-wide Key Junctions Improvements LTB Priority 12	Package of improvements to improve the efficiency, capacity and safety of junctions including the optimisation of signal timings using traffic control features such as SCOOT and MOVA and providing new or improved pedestrian / cyclist crossing facilities and other safety enhancements. Bus priority measures and cyclist Advanced Stop Lines will be incorporated where feasible. Junctions will be prioritised based on identified existing and forecast future capacity issues, together with currently known accident clusters. Improvements to junctions on the trunk road network will be sought in conjunction with the Highways Agency. Reduced AM and PM delays throughout the conurbation. Improved network resilience throughout the conurbation.	SEDMMTS LTP3							Cost £10M +?? LGF £9M £1m funded through CIL

Intervention	Summary of Need/Outcomes	Evidence	2015	2016	2017	2018	2019	2020	Cost SGF / LTB / LSTF / LA / CIL / S106
	Reduction in number of road traffic incidents. More of population walking and cycling. Quicker and consistent bus journeys.								
A338 Widening-Cooper Dean to Blackwater (Access to Airport – phase 2) LTB Priority 13	This scheme comprises widening of the A338 from two lane dual to three lane dual between Blackwater Interchange and Cooper Dean. This also involves the reconstruction of 2.25km length of carriageway and essential safety improvements. Provide cycle route from Throop to Blackwater Junction using existing spur road bridge over Stour. The increased employment at the Airport necessitates this scheme to ensure the A338 retains sufficient capacity. To provide further 2,500 jobs.								Cost £7M LGF £5.3M CIL £0.7M S106 £1.0M
A31 Ringwood Widening LTB Priority 14	The scheme resolves the accident and congestion pinch point at Ringwood. The improvements include widening of the existing carriageway, widening of two existing bridges, drainage works, carriageway resurfacing, stopping up of West Street on the existing egress to the A31, the relocation of an existing overhead gantry on the east bound carriageway and amendments to road marking. Limited cycle facilities are proposed.								£10.5m 100% HA funding

Intervention	Summary of Need/Outcomes	Evidence	2015	2016	2017	2018	2019	2020	Cost SGF / LTB / LSTF / LA / CIL / S106
Route management safety improvements – A35 / A37/A358/A303	Improving North – South connectivity from Dorset to motorway network and beyond. Being investigated in Highways Agency Route-based Strategy work at the moment.	LTP Policy LTP N5							Cost not established
A35 / A37 Monkey's Jump roundabout improvements (Highways Agency)	Improvement to the capacity of the existing roundabout to facilitate later phases of the Poundbury development. Improvement is to be fully funded by the developer and delivery is secured through a Grampian planning condition.	LTP Policy LTP N6							£4.79m 100% developer funded.
A35 Yellowham Hill to Stinsford widening (Highways Agency)	An historic aspiration of both the County and HA to complete the dualling of the Tolpuddle By-pass at its western end to join up with Stinsford roundabout on the eastern side of Dorchester. Not currently in a delivery programme. This should be included as an issue to be addressed in the HA's Route Based Strategy for SW Peninsula.								Cost unknown. HA funded
Completion of the Port Link Road (to Poole Port)	Completion of the Port Link Road is a key aspiration of BoP. The cost of the scheme is most likely to be met in entirety by the developers of the land on which it is located. 50% of this link road is currently being built through early development. Timescale for remainder is dependent upon progression of								Cost £2M 100% developer funded

Intervention	Summary of Need/Outcomes	Evidence	2015	2016	2017	2018	2019	2020	Cost SGF / LTB / LSTF / LA / CIL / S106
Airport Internal Link Road (Access to Airport –phase 3)	further regeneration as part of expected legal agreement. Pre application talks progressing and planning to consider late 2014. The delivery of the employment land in the north-eastern sector of Aviation Park at the Airport (almost half of the 59 ha) relies on being able to provide direct access to an improved B3073. The current access to the area is provided by a single track bridge in poor condition across the Moors River SSSI. The link road will have to be accommodated on an area of currently operational airfield and will involve the diversion of services and airfield infrastructure. Provision of further 5,000 jobs.								Cost £0.8M 100% MAG funded
Intensified joint Smarter Choices programme - 3 Towns Corridor LSTF	This scheme focuses on improving the co-ordination of all public transport, active travel and smarter choices initiatives with the provision of quality travel information and marketing campaigns, their combined outcomes can be enhanced, providing better value for money.								Total - £1m LA contribution £333K LSTF bid 666K
Community Travel Exchange Hubs	Community transport and taxi services to take over from conventional bus as a means of maintaining and developing public transport	LTP3 6.4.3 West Dorset, Weymouth and Portland Draft Local Plan June							LTP £80k CIL

Intervention	Summary of Need/Outcomes	Evidence	2015	2016	2017	2018	2019	2020	Cost SGF / LTB / LSTF / LA / CIL / S106
in market towns and rural hinterlands	links in some areas (open to all potential users), and the possibility of how concessionary fares could be applied to such services. Reviews of rural bus services will focus on those services currently providing the lowest levels of access and / or the lowest value for money. The Community Travel Exchange Hubs will act as one-stop shops for the delivery of public services reducing the need for rural community to travel to the urban areas.	2012: Policy COM 8. https://www.dorsetforyou.com/media.jsp?mediaid=185604&filetype=pdf North Dorset Local Plan 2011 – 2026 Pre-submission Draft: Policy 13 https://www.dorsetforyou.com/media.jsp?mediaid=190239&filetype=pdf Pilot studies in Maiden Newton, Stalbridge and Beaminster.							SGF £0M
Bournemouth 2015/16 Revenue Bid (BE SMARTER)	Focused on four main themes with a particular focus on the promotion of walking and cycling .This will be complimented by a programme of infrastructure improvements to improve accessibility and reduce severance. The main themes are: 1. Measures for commuters 2. Cycle Tourism Destination 3. Active Travel to Schools and Universities 4. Road Safety Initiatives Reduced AM and PM delays throughout the conurbation through mode shift to walking, cycling and public transport. Reduction in number of road traffic incidents. More of population walking and cycle particularly for shorter trips (i.e. less than	Momentum Cycle Challenge 2013 Evaluation Report LTP3 Supporting Cycle Strategy LTP3 Chapter 8 SEDMMTS Value for Money: An Economic Assessment of Investment in Walking and Cycling" by Dr Adrian Davis, March 2010							Estimated Cost £1m LSTF £0.8m LA 0.2m

Intervention	Summary of Need/Outcomes	Evidence	2015	2016	2017	2018	2019	2020	Cost SGF / LTB / LSTF / LA / CIL / S106
Wallisdown to Lansdowne Cycleway Scheme	5km). Annualised public health benefit from increased activity of between £125-£250 per person per year (2005 figures). Phase 1 A3049, Wallisdown Rd: cycleways in both directions are due to be built on a section of this road in 2014 between Kinson Road and the Boundary Road. This route serves 18,400 students and staff at Bournemouth University. Phase 1 is fully funded by LTP and developer contributions. Phase 2 A347: The cycle route from Wallisdown Rd will be extended from the University to the student campus and large employment centre at the Lansdowne. Phase 2 is LGF funds dependant to support its delivery. Reduced AM and PM delays along Wallisdown Road through mode shift to walking and cycling. Reduction in number of road traffic incidents. More of population walking and cycling. 1.96 hectares of housing land undeveloped adjacent to scheme. Annualised public health benefit from increased activity of between £125-£250 per	Wallisdown Road Cycle Potential Report LTP3 Chapter 8 SEDMMTS Value for Money: An Economic Assessment of Investment in Walking and Cycling" by Dr Adrian Davis, March 2010 Momentum Cycle Challenge 2013 Evaluation Report LTP3 Supporting Cycle Strategy							Estimated £2.5m LGF £1.8 Local Contribution (including LA contribution, CIL & S106) £0.7m

Intervention	Summary of Need/Outcomes	Evidence	2015	2016	2017	2018	2019	2020	Cost SGF / LTB / LSTF / LA / CIL / S106
Upgrading existing cycling and walking infrastructure to enable people of all ages and abilities to use the routes – Dorset-wide	<p>person per year (2005 figures).</p> <p>Painted, on road cycle lanes are not perceived by many to afford a safe cycle facility. In order to broaden the appeal of cycle facilities, the existing cycle lanes will be segregated or turned into Danish style cycle tracks. This will enable children and other more vulnerable road users to travel by bicycle on safe, comfortable paths. In turn this will create a more equitable and inclusive road environment. Developed in accordance with Cycle Cites Ambition Grant programme.</p> <p>Reduced AM and PM delays throughout the conurbation.</p> <p>Improved network resilience.</p> <p>Reduction in number of road traffic incidents.</p> <p>More of population walking and cycle.</p> <p>Quicker and consistent bus journeys.</p> <p>Annualised public health benefit from increased activity of between £125-£250 per person per year (2005 figures).</p>	<p>LTP3 Chapter 8</p> <p>SEDMMTS</p> <p>Value for Money: An Economic Assessment of Investment in Walking and Cycling” by Dr Adrian Davis, March 2010</p> <p>Momentum Cycle Challenge 2013 Evaluation Report</p> <p>LTP3 Supporting Cycle Strategy</p> <p>Cycling Against Hip Pain (Chain project)</p> <p>New Pedestrian and Cycle Links-Bournemouth Local Plan Evidence Base Discussion Paper</p>							Estimated £10m+ LGF £5m Local Contribution (including LA contribution, CIL & S106) £5m
Cross-boundary walking and cycling route – A347 New Road	<p>In the Christchurch and East Dorset Core Strategy 520 new homes are planned at Parley Cross. Further to this, around half of all journeys to work of less than 5km in the</p>	<p>LTP3 Chapter 8</p> <p>SEDMMTS</p> <p>Value for Money: An Economic Assessment of Investment in</p>						Estimated at £2.5m LSTF/LGF	

Intervention	Summary of Need/Outcomes	Evidence	2015	2016	2017	2018	2019	2020	Cost SGF / LTB / LSTF / LA / CIL / S106
Cross-boundary walking and cycling route – A348 Ringwood Road	<p>conurbation are done by private motor vehicle. A significant number of residents commute from Ferndown to Bournemouth and Bournemouth to the Airport (via Parley Cross) via the A347. To entice people out of cars and on to bicycles for this journey a segregated shared use cycleway/footway is proposed from Brecon Close (Bournemouth) over the River Stour (bridge) to New Road (South East Dorset). This track will provide an important link to the Stour Valley Way and form part of its future extension.</p> <p>Reduced AM and PM delays along New Road (A347) through mode shift to walking and cycling.</p> <p>Reduction in number of road traffic incidents.</p> <p>More of population walking and cycling.</p> <p>Annualised public health benefit from increased activity of between £125-£250 per person per year (2005 figures).</p> <p>Around half of all journeys to work of less than 5km in the conurbation are done by private motor vehicle. A significant number of residents commute from Ferndown to Poole and Bournemouth (West Howe Industrial Estate, Tower Park and Nuffield) via the A348. In order to entice people out of cars and on to bicycles for these journeys a</p>	<p>Walking and Cycling” by Dr Adrian Davis, March 2010</p> <p>Momentum Cycle Challenge 2013 Evaluation Report</p> <p>LTP3 Supporting Cycle Strategy</p> <p>The Stour Valley Masterplan</p> <p>Health in All Policies in practice: guidance and tools to quantifying the health effects of cycling and walking</p>							£2.2m Local Contribution (including LA contribution, CIL & S106) £0.3m
		<p>LTP3 Chapter 8</p> <p>LTP3 Supporting Cycle Strategy</p> <p>SEDMMTS</p> <p>Value for Money: An Economic Assessment of Investment in Walking and Cycling” by Dr Adrian Davis, March 2010</p>							Estimated at £3m LSTF or LGF £2.4m Local

Appendix 2: Transport Evidence Base (LTP3)

Dorset LTP3:

Strategy Document:

<http://www.dorsetforyou.com/media.jsp?mediaid=163132&filetype=pdf>

Strategy Document – Appendices:

<http://www.dorsetforyou.com/media.jsp?mediaid=162815&filetype=pdf>

Implementation Plan 2011-2014:

<http://www.dorsetforyou.com/media.jsp?mediaid=164556&filetype=pdf>

Report on Consultation:

<http://www.dorsetforyou.com/media.jsp?mediaid=164571&filetype=pdf>

Other transport studies across Dorset:

Purbeck Transport Strategy:

<http://www.dorsetforyou.com/media.jsp?mediaid=186871&filetype=pdf>

Wimborne Minster Transport Study:

<http://www.dorsetforyou.com/media.jsp?mediaid=173711&filetype=pdf>

<http://www.dorsetforyou.com/media.jsp?mediaid=178033&filetype=pdf>

<http://www.dorsetforyou.com/media.jsp?mediaid=181270&filetype=pdf>

North and North East Dorset, West Dorset, and Weymouth and Portland:

<http://www.dorsetforyou.com/media.jsp?mediaid=170047&filetype=pdf>

Core Strategies:

Poole:

<http://www.poole.gov.uk/planning-and-buildings/planning/ldp/core-strategy/>

<http://www.poole.gov.uk/planning-and-buildings/planning/ldp/core-strategy-review/>

Infrastructure Delivery Plan:

<http://www.poole.gov.uk/planning-and-buildings/planning/ldp/infrastructure-development-plan/delivering-pooles-infrastructure-development-plan-document/>

Bournemouth:

<http://www.bournemouth.gov.uk/PlanningBuildings/Planning/Policy/Local-Plan/CoreStrategy/CoreStrategyFiles/Adopted/Core-Strategy.pdf>

SE Dorset Infrastructure Delivery Plan:

<http://www.bournemouth.gov.uk/PlanningBuildings/Planning/Policy/Local-Plan/CoreStrategy/CoreStrategyFiles/SubmissionFiles/BackgroundDocs/Websiteversions/4-82-InfrastructureDeliveryandImplementation.pdf>

Purbeck:

<http://www.dorsetforyou.com/local-plan/part-1/purbeck>

East Dorset & Christchurch:

<http://www.dorsetforyou.com/media.jsp?mediaid=170596&filetype=pdf>

North Dorset:

<http://www.dorsetforyou.com/newplan/north>

West Dorset & Weymouth & Portland:

<http://www.dorsetforyou.com/ldf/wpbc>

Bournemouth Town Centre Model

<http://www.bournemouth.gov.uk/PlanningBuildings/Planning/Policy/Local-Plan/TCAAP/AAPEvidenceFiles/AAP/AppendixEStrategicandTownCentreTransportModelling.pdf>

Appendix 3: Skills Capital

Table 1. Proposed Pipeline of Projects for Skills Capital funding

Bournemouth and Poole College	Total Cost	Match Funding	Link with Strategic Priority
<p>Bid</p> <p>The project refurbishes 3,102m² of RICS condition C accommodation, previously scheduled for demolition in 2008, for Financial and Business Services at Lansdowne Bournemouth.</p> <p>Financial and Business Services currently contributes 12% of GVA to the local economy, is worth £1.6 billion and generates 13,300 jobs.</p> <p>The project provides a watertight envelope by overladding 381m² of elevation with aluminium rainscreen and high performance double glazed fenestration. Providing a new insulated envelope fully integrated with the existing building, giving structural stabilisation and extending its longevity whilst reducing the carbon footprint and running costs (£52,040 pa).</p> <p>Internal refurbishment improves access for learners with learning difficulties and/or disabilities, to comply with the Disability Discrimination Act (DDA) and addresses fire compartmentation issues, to comply with Building Regulations.</p> <p>Internal facilities will support Financial Services and Business Enterprise. Parts of the refurbished area will be designed to be different from traditional business courses and aims to fill the learning gap for those aged 16-19 who wish to specialise in enterprise and entrepreneurship.</p> <p>The aim will be to equip future generations of entrepreneurs with the skills and mindset to run their own businesses, thereby supporting the future of the local economy.</p> <p>The project will run over a twelve month period, it is estimated that it will contribute £450,000 to the local economy, through sustainable procurement and jobs, up to thirty at peak periods.</p>	<p>£1,998,000</p>	<p>From College</p>	<p>Support for LEP Priority Sector Finance and Business Services</p> <p>Supports Skills Strategy - entrepreneurship skills</p>

<p>Upon completion the refurbished area will be capable of supporting 740 students.</p> <p>The pre-planning application process has been completed, the full planning application is scheduled for submission in April.</p> <p>The refurbished facilities will respond to the increased demand for Financial and Business Services facilities, addressing higher level skills shortages, aimed at improving the performance of existing businesses and to encourage the creation and growth of new ones within the conurbation.</p> <p>The project supports the Dorset Local Enterprise Partnership's skills strategy and will be ready to commence in 2015.</p>			
<p>Engineering and Advanced Manufacturing</p> <p>The project constructs 2,500m² of new build Advanced Engineering and Manufacturing accommodation at North Road Poole.</p> <p>Advanced Engineering & Manufacturing employs around 4,100 employees and contributes £202 million to Dorset's economy.</p> <p>The building replaces 1960's RICS Condition C lightweight industrial buildings, previously scheduled for demolition in 2008. It reduces the carbon footprint, through a BREEAM Excellent design and delivers running costs and efficiencies savings of £42,000 pa.</p> <p>The new facilities will respond to the increased demand for industry standard Advanced Engineering and Manufacturing facilities, to address the higher level skills shortages, aimed at improving the performance of existing businesses and to encourage the creation and growth of new ones.</p> <p>The project would be co-located with and complement the recently opened Marine Engineering and STEM centres.</p> <p>The college currently works with over 177 engineering employers, through a combination of apprenticeships and membership of the college Engineering Forum including:</p> <ul style="list-style-type: none"> • Sunseeker 	<p>£6,552,500</p>		<p>Supports LEP Priority Sector Advanced Manufacturing</p> <p>Supports Skills Strategy Priority to address -higher levels skills - skills shortages -STEM agenda -apprenticeships</p>

<ul style="list-style-type: none"> • Cobham • Heatric • Superior Seals • Aish Technology <p>The engineering forum meets twice a year and is attended on average by approx. 80-100 delegates. The college currently has apprentices enrolled with 146 businesses, of which 354 are engineering apprentices.</p> <p>In addition to the 354 engineering apprentices the new facilities would also train 227 full time applied engineering and manufacturing students.</p> <p>The project will run over an eighteen month period, it is estimated that it will contribute £620,000 to the local economy, through sustainable procurement and jobs, up to 120 at peak periods.</p> <p>The project supports the Dorset Local Enterprise Partnership's skills strategy, improving the performance of existing businesses, by enhancing the skills of the current and future work force.</p> <p>The co-location of Advanced Engineering and Manufacturing, Marine Engineering and STEM will create a focal point for training in the conurbation. The project will be ready to commence in 2015.</p>			
<p>KINGSTON MAURWARD COLLEGE</p>			
<p>Bid</p>	<p>Total Cost</p>	<p>Match Funding</p>	<p>Link with Strategic Priorities</p>
<p>Preamble</p> <p>This Growth Fund Application for Kingston Maurward College reflects the investment required to continue to deliver and develop specialist education and training for Dorset. This outline application reflects the accommodation plan that supports the College Strategic Plan. The proposed investment will lead to improved employment skills of students, increased GVA of land based businesses from skilled and knowledgeable supervisors and managers, the development of new SMEs able to meet emerging trends from the introduction</p>			

<p>of a low carbon economy and new technology. KMC offers a specialist land-based curriculum and supports businesses across Dorset to become more productive and grow. KMC trains its students to become highly skilled and productive employees, managers and entrepreneurs to support Dorset's sustainable growth. Based upon the last return to the Skills Funding Agency 63% of teaching accommodation is currently classified as C and D ("operational or inoperable"). The College is seeking over the next 5 years to improve all accommodation to "as new or sound" offering students a quality environment to deliver outstanding education and training for Dorset's learners.</p>	<p>Land Enterprise and Employment</p> <p>To fund the improvement and development of teaching recourses for sustainable land use, efficient resource utilisation, maximising primary food production whilst minimising environmental damage and developing land based intermediate and advanced skills for employment. This development will include new glasshouses, refurbished workshops and new agri-tech equipment. (Approx. 40% of accommodation classified as inoperable) This investment will lead to improved employment skills of students, increased GVA of land based businesses from skilled and knowledgeable supervisors and managers, development of new SMEs able to meet emerging trends and new technologies.</p>	<p>£4.25m</p>	<p>Supports Skills Strategy priority of employability</p>
<p>The Dorset Dairy Institute</p> <p>Working with partners, including the Royal Veterinary College, build a new teaching dairy and food processing unit to support the education and training for learners (full and part time) and apprentices progression of young people into the dairy, food processing and distribution employment. This development will maintain KMC credibility as a modern land based education and training centre for the South West. (Approx. 8% of accommodation classified as inoperable) This investment will lead to improved employment skills of students, increased GVA of land based businesses from skilled and knowledgeable supervisors and managers, development of new SMEs able to meet emerging trends and new technologies</p>	<p>£3.5m</p>	<p>Supports Priority LEP Sector Food and Drink Skills Strategy priority on apprenticeships</p>	
<p>Skills for leisure and activity</p> <p>Development of new centre for training staff in active leisure and outdoor pursuits to meet the needs of the</p>	<p>£2.5m</p>	<p>Supports Skills Strategy Priority of employability</p>	

<p>changing Dorset demographics and new employment opportunities required to promote a healthy but active ageing population. This investment will include replacement of existing activity and sports facilities with associated equipment which is currently classified as inoperable (40%). It will lead to increased skills and knowledge of students to improve employability, meet the demand for new roles as local demographics change and offer progression and CPD opportunities to learners.</p>	<p>£2.5m</p>	<p>Supports LEP priority sector Retail</p>
<p>Rural Retail Centre of Excellence</p> <p>New development of training centre to promote excellence in rural retail and customer service, to include state of the art ICT equipment to support retail analysis, direct and on-line marketing and retailing, development of new rural food and non-food products. This Centre of Excellence will seek to support an excellent Dorset focussed supply chain for the range of rural and maritime retailing businesses. This development will support rural businesses maximising their income to support local supply chains and associated businesses, creating opportunities for SME start-ups in creative and small scale manufacturing.</p>	<p>£1.5m</p>	<p>Supports LEP priority sector engineering</p>
<p>Engineering</p> <p>Supporting traditional and predominantly rural engineering skills training, including blacksmithing, welding and fabrication. This investment will modernise and equip the training facilities to enhance KMC's regional importance in blacksmith and metalwork training and will include both the enhancement of existing facilities with listed buildings and the building of new workshops. This training will ensure the continued support of rural businesses, training of employees for an identified skills gap (welders) new opportunities for craft and specialist SME businesses.</p>		
<p>WEYMOUTH COLLEGE</p>		
<p>Bid</p>	<p>Total Cost</p>	<p>Match Funding</p>
<p>ECO Hotel</p>	<p>£450,000</p>	<p>Not</p>
<p>Supports LEP</p>		<p>Link with Strategic Priority</p>

<p>To invest in the upgrading of an existing hotel in Weymouth to provide real life working and training facilities for students across a number of areas including, hospitality, catering, business, marketing, tourism, construction and ICT. Working with the Council and local tourist boards this project will offer a unique facility in Weymouth that now only boosts the local economy but will provide the focal point for excellent skills development in this key sector for Weymouth.</p>	<p>Marine Skills, Innovation & Technology Centre To equip and set up a new centre on Portland that will cater for the emerging marine sector arising from the development of Osprey Quay. To have a broad range of maritime training activities from traditional boat building, boat repair & maintenance, marine engineering, marine operations, composites, marine electrical, seamanship to new innovative technology labs allowing new and emerging business to engage directly with students looking to work in the sector.</p>	<p>STEM Centre The STEM Centre will be an innovative new centre that will address local skills shortages and enable the growth of employment and Apprenticeship opportunities in the local area, especially focussing on Engineering and linking to the Marine Skills, Innovation & Technology Centre. The Centre will be developed in partnership with local companies and schools to provide high quality education and training and to foster collaboration and enterprise. It will provide greater educational choice and progression pathways for local residents and boost apprenticeship and employment opportunities for young people.</p>	<p>Adult Employability & Skills Centre To develop a new centre just for adult learning that works directly with students looking to change careers and / or progress in to Higher Education. This centre will work alongside the traditional F.E. courses to help retain students and offer bespoke support, guidance and employability training that will offer fast track pathways and progression into further learning opportunities such as Traineeships, Apprenticeships, Higher Apprenticeships, full time learning or jobs within the regional sector priorities.</p>	<p>£750,000</p>	<p>£900,000</p>	<p>£250,000</p>	<p>known</p>	<p>priority tourism</p>	<p>Supports LEP priority sector advanced manufacturing.</p>	<p>Skills Strategy Priority STEM and apprenticeships</p>	<p>Skills Strategy Priority on Employability</p>
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5.5 APPRAISAL FRAMEWORK

The projects submitted have been subject to an appraisal based on the following:

- **Category C and D** – the extent of their C and D category estate.
- **LEP priority sector** – whether it is delivering training in a LEP priority sector?
- **Smart Specialisation** – does it support Dorset's Smart specialisation sectors?
- **STEM skills** – does the project support the development of STEM skills which is a national priority?
- **Skills Strategy Priority** – does it support a skill strategy priority?
- **Private sector match** – does it attract private sector match funding?
- **College match** – does it attract college match funding?
- **Deliverability** – can it be delivered in 2015/16 and 2016/17

The results are set out in the following table:

Table 2. Summary of Appraisal Framework

Project or Programme (College)	Theme of Project or Programme	Cat C and D priority	LEP Priority Sector	Smart Specialisation	STEM	Skills Plan Priority	Private sector Match	College Match	Deliverable 2015/6 and 2016/17	Appraisal Score
BOURNEMOUTH, DORSET AND POOLE	Cat C and D	1	1			1		1	1	5

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Appendix 5: Economic Methodology and Outputs

Our main results include jobs created by interventions. These are full-time equivalent permanent jobs that are created by the interventions. These include:

- Direct jobs in an organisation that makes investments as part of a project. These are located within the LEP geography. These figures are derived from business plans presented in respect of individual interventions/projects.
- Indirect jobs created by the provision of new employment land (new jobs hosted). These are located within the LEP geography. These jobs are derived from the areas of land that are built upon, with project-specific knowledge informing the employment potential of these areas.
- Indirect jobs created in the supply chain by the firms operating in the three categories above. Some of these jobs will be located in the LEP geography, but many will not be. These are estimated using Office for National Statistics sources, with multipliers from Input Output Tables¹ and wage rates from the Annual Survey of Hours and Earnings².
- Indirect jobs created by additional visitor spending. Most of these would be in the LEP geography, but some visitors attracted by interventions might spend some of their time and money in nearby areas. Visitor spending estimates are compiled separately for international tourists, domestic tourists and day visitors from estimates based on the most recent data available for the appropriate geographical area³.

Jobs figures specifically exclude:

- Induced effects that may come about through further re-spending of wages and other earnings.
- Double counting of figures, for example: jobs in visitor attractions (and in their supply chains) are not included when jobs are calculated as a result of new visitors.
- Construction jobs, which are calculated separately but not included in the estimates of permanent jobs created.

Estimates are adjusted for additionality where:

- There is reason to believe that part of an activity will be displaced from elsewhere in the LEP geography.
- Where visitors might have visited the LEP area in the absence of the intervention.

	Additional FTE jobs by 2020/21					Construct ion job-years
	Direct jobs	New jobs hosted	Indirect (supply chain)	Indirect (visitor spending)	Total	
Bournemouth Airport Growth Hub Infrastructure	0	6,400	6,707	0	13,107	438
Bournemouth Seafront Strategy	0	0	0	555	555	354
Cobham Gate, Cobham	0	1,125	1,179	0	2,304	78

Road, Ferndown Industrial Estate						
Dorset Co-investment Fund	1,587	0	1,663	0	3,250	0
Dorset Maritime Sector Growth Programme	0	0	0	0	0	0
Dorset Proposition	0	0	0	0	0	0
Growth Towns	39	0	31	0	70	0
Holton Heath Trading Park	0	500	524	0	1,024	0
Joint Universities Business Park	84	0	88	0	172	1,125
Jurassic Coast Studies Centre (JCSC)	26	0	27	36	88	144
Jurassica	0	0	0	722	722	0
Lansdowne Business and Enterprise Quarter	1,305	950	2,236	0	4,491	290
Living Labs for Wellness, Social and Healthcare	1,260	0	1,320	7	2,587	0
MEMO Project	0	0	0	589	589	555
Orthopaedic Development and Innovation Accelerator Cluster	230	0	270	0	500	0
Port of Poole	500	5,000	5,994	0	11,494	8,789
Western Growth Hub – Weymouth Town	600	0	629	53	1,282	0
Broadband	0	0	0	0	0	307
Destination Portland Related Infrastructure Projects	0	0	0	0	0	6,206
Gillingham Southern Extension	0	375	393	0	768	233
Littlemoor Urban Extension	0	1,500	1,572	0	3,072	0
Portland Port	2,907	533	4,730	45	8,214	1,671
Transport Projects	0	0	0	0	0	2,716
Dorset Green	10	120	132	0	262	0
Housing not included elsewhere	0	0	0	0	0	258
Land south of A30, Shaftesbury, North Dorset	0	980	1,027	0	2,007	0
North Dorset - Mixed Use Sites	0	4,420	4,632	0	9,052	369
Station Road Area, Gillingham	0	0	0	0	0	0
Unlocking Potential	366	2,380	2,878	0	5,624	1,206
Dorset Growth Hub	100	0	105	0	205	0
Explora	0	0	0	61	61	0
Integrated business	120	180	314	0	614	352

¹ Office for National Statistics (2014). United Kingdom Input-Output Analytical Tables 2010.

² Office for National Statistics (2013). Annual Survey of Hours and Earnings, 2012 Revised Results.

³ South West Research Company Ltd (2014). The Economic Impact of Dorset's Visitor Economy 2012: Dorset and Districts. Report for the Dorset Tourism Partnership.

incubation and social interaction hub						
Silicon South	1,808	1,875	3,860	0	7,543	1,847
The Dorset LEP Skills & Employability Programme	0	0	0	0	0	0
Education in FE colleges	0	0	0	0	0	481

Gross value added (GVA) is calculated in a similar way, with direct and indirect (but not induced) figures, avoiding double counting or the inclusion of construction GVA. They are also the additional effects, and show the permanent increase in GVA resulting from the interventions. The discounted value of future real GVA accruing over a 20-year period is also calculated, using the HMT guideline of a 3.5% discount rate⁴. Rates of return, in terms of discounted future GVA resulting from each £1 of LGF investment, are calculated and are useful in prioritising projects.

	Total LGF Funding	Total Funding	Leverage ratio	Total final-year Jobs	Total final-year Jobs per £m LGF	Discounted 20-year GVA	Discounted benefit to cost ratio
Bournemouth Airport Growth Hub Infrastructure *	0.00	31.40	1.00*	13,107	417*	2,569	82*
Bournemouth Seafront Strategy	9.00	18.50	1.06	555	62	228	25
Cobham Gate, Cobham Road, Ferndown Industrial Estate**	4.50	4.50		2,304	512	550	122
Dorset Co-investment Fund**	65.00	65.00		3,250	50	746	11
Dorset Maritime Sector Growth Programme	2.81	10.94	2.89	0	0	3	1
Dorset Proposition **	0.28	0.28		***	***	****	****
Growth Towns	0.50	7.63	14.25	70	139	19	38
Holton Heath Trading Park	10.25	19.00	0.85	1,024	100	205	20
Joint Universities Business Park	40.00	160.00	3.00	172	4	68	2
Jurassic Coast Studies Centre (JCSC)	2.50	7.50	2.00	88	35	30	12
Jurassica**	0.30	0.30		722	2,407	256	853
Lansdowne Business and Enterprise Quarter	20.00	24.00	0.20	4,491	225	1,034	52
Living Labs for Wellness, Social and Healthcare	7.50	63.70	7.49	2,587	345	524	70
MEMO Project	5.00	29.00	4.80	589	118	254	51
Orthopaedic Development and Innovation Accelerator Cluster	0.68	100.68	148.15	500	741	124	184
Port of Poole*	0.00	500.00	30.81*	11,494	708*	2,863	176*
Western Growth Hub – Weymouth Town	10.00	135.00	12.50	1,282	128	266	27
Broadband	7.25	16.02	1.21	***	***	5	1
Destination Portland Related Infrastructure Projects	36.85	238.35	5.47	***	***	86	2

Gillingham Southern Extension**	10.50	10.50		768	73	161	15
Littlemoor Urban Extension	6.00	46.00	6.67	3,072	512	630	105
Portland Port	34.13	68.25	1.00	8,214	241	1,181	35
Transport Projects*	83.69	141.90	0.70	***	***	48	1
Dorset Green	1.33	5.31	3.00	262	197	53	40
Housing not included elsewhere**	13.50	13.50		***	***	****	****
Land south of A30, Shaftesbury, North Dorset**	1.00	1.00		2,007	2,007	383	383
North Dorset - Mixed Use Sites**	19.30	19.30		9,052	469	1,995	103
Station Road Area, Gillingham**	3.00	3.00		***	***	****	****
Unlocking Potential**	63.00	63.00		5,624	89	1,149	18
Dorset Growth Hub**	7.50	15.00	1.00	205	27	52	7
Explora**	3.00	3.00		61	20	25	8
Integrated business incubation and social interaction hub**	20.00	20.00		614	31	151	8
Silicon South	60.90	121.90	1.00	7,543	124	1,714	28
The Dorset LEP Skills & Employability Programme **	38.93	38.93		***	***	****	****
Education in FE colleges	7.55	25.15	2.33	***	***	9	1

Footnotes:

* There are synergies between the Bournemouth Airport Growth Hub Infrastructure and Port of Poole projects and Transport Projects. While the funding allocated to transport projects that support both the Bournemouth Airport Growth Hub Infrastructure and Port of Poole projects is part of the funding for Transport Projects, their outputs are defined separately. The ratios presented in this table allocate a part of the Transport Projects funding to these two projects on the basis of individual road / intersection improvements.

** For some projects, no private investment data are included, and therefore leverage ratios are not calculated. In some cases this is due to the disclosive nature of this information, and in other cases because such undertakings have not been confirmed.

***Some projects do not have jobs outputs, either because they have other outputs (such as homes or transport infrastructure), or because they are linked with job creation in other projects. There are some types of intervention where it is likely that jobs will be created through expenditure, however the timing and type of expenditure is deliberately flexible and therefore it would be inaccurate to seek to identify any over precise figures for jobs,

****There are some types of projects where efficiencies and productivities will be derived from investments made, however we have not sought to monetise these outputs.

Appendix 6: LGF Ask Summary: Dorset LEP

Appendix 6: Completed Template: Dorset LEP Strategic Economic Plan

Summary ask of LGF (15/16)

Area	Total LGF 15-16	Outputs/ Impact
Transport	28.602	14,165 jobs and £188m GVA by 2020.
Skills Capital	36.095	8,423 jobs and £148m GVA by 2020.
Housing	80.165	17,628 jobs and £302m GVA by 2020. 7,239 additional homes.
Other	17.394	32,642 jobs and £622m GVA by 2020.

Project or Programme Name & Brief Summary	Theme of Project or Programme	Sources of funding	Funding type	Profile (£m)							Further info on project *	Project output information (e.g. jobs, houses, qualifications— specify all that apply)	
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total			
Bournemouth Airport Infrastructure	Competitive	Local Authority	Capital	0	0	0	0	0	0	0	0	53-8	13,100 jobs and £250m of new GVA per annum. 200 new homes.
		Private Investment		6.28	6.28	6.28	6.28	6.28	0	31.4			
		Competitive LGF		0	0	0	0	0	0	0			
Bournemouth Seafront Strategy	Competitive	Local Authority	Capital	0	0	0	0	0	0	0	0	70-74	600 jobs and £18m of new GVA per annum.
		Private Investment		0	2.5	2.5	2.5	2	0	9.5			
		Competitive LGF		2.5	2.5	2	2	0	0	9			
Cobham Gate, Cobham Road,	Competitive	Local Authority	Capital	0	0	0	0	0	0	0	0	81-2	2,300 jobs and

Appendix 7: Letters of Support



Mrs Lorna Gibbons
 Director
 Dorset Local Enterprise Partnership
 5th Floor
 Poole House
 Fern Barrow
 Poole, BH12 5BB

18th March 2014

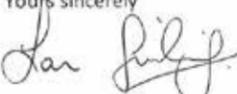
Dear Lorna

DORSET STRATEGIC ECONOMIC PLAN

The business support organisations operating in Dorset collectively support the Dorset LEP and the aims and objectives of the Strategic Economic Plan.

We recognise that the business support landscape is relatively complex for businesses and we understand the need to work together and co-ordinate services. This is being supported by the development of the Dorset Growth Hub and there is agreement and commitment from business support organisations to work together in developing a comprehensive and co-ordinated range of services to support business growth in Dorset.

We are fully committed in supporting the Dorset LEP and wish you luck in the development of the plan.

Yours sincerely

 Ian Girling
 Chief Executive







Federation of Small Businesses
The UK's Leading Business Organisation







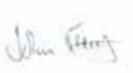






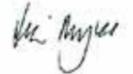














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 Christchurch, Dorset BH23 6SE United Kingdom
 t: + 44 (0) 1202 364 000 f: + 44 (0) 1202 364 119
 www.bournemouthairport.com

Direct Tel: 01202 364174
 E-mail: paul.knight@bournemouthairport.com

10th March 2014

Helen Jackson
 Senior Transport Planner
 Borough of Poole
 Transportation Services
 Civic Centre
 Poole
 BH15 2RU

Dear Helen,

Dorset LEP Strategic Economic Plan

On behalf of Bournemouth Airport, can I offer my support for the above document, in particular the focus on and the importance attributed to the development of the Airport, both in terms of its passenger operations and its substantial economic role afforded by the two business parks (Aviation Park West and East) to the north of the Airfield. The redevelopment of Aviation Park is the single largest employment opportunity in the South East Dorset conurbation and the development of the Airport's operations are key to developing international connectivity for the region.

The importance of the A338 to the accessibility of the Airport cannot be understated. It is the Airport's primary link to the wider Strategic Road Network and any failure of this route impacts immensely on the operation of the Airport and the performances of the businesses within Aviation Park. Failure to repair the A538 will lead to increased disruption, due to surface failure which will be to the detriment of developing the Airport and Aviation Park.

From the A338, access to the Airport is reliant upon the B3073, which over the years has taken on a role and function beyond its 'B' road status. Improvements to this road corridor are also, therefore, critical to realising the economic objectives for the Airport and Aviation Park. The road is currently subject to extreme peak hour congestion which is stifling the delivery of further growth at both the Airport and Aviation Park and almost certainly renders the stretch targets for developing land at Aviation Park undeliverable. Over half of the developable land at Aviation Park (some 30 hectares) is currently accessible only by means of a single-track causeway over a SSSI that is subject to routine flooding. Improvements to the B3073 will facilitate the two parts to Aviation Park to be linked to remove reliance upon this sub-standard access.

On behalf of Bournemouth Airport I hope that the bid for funding is successful. It will deliver substantial benefits for the sub-region's economy and maximise the benefits that the Airport site can contribute to that economy.

Yours sincerely,



Paul Knight
 Managing Director
 Bournemouth International Airport Limited

Safe roads, Reliable journeys, Informed travellers



Our ref: DLEP/SEP
Your ref:

Helen Jackson
Senior Transport Planner
Borough of Poole
Transportation Services
Civic Centre
Poole
Dorset
BH15 2RU

Ian Parsons
Growth & Improvement Team
Leader
Ash House
Falcon Road
Sowton Industrial Estate
EXETER Devon
EX2 7LB

Direct Line: 01392 312555

27 March 2014

Dear Helen,

**DOREST LOCAL ENTERPRISE PARTNERSHIP (DLEP)
STRATEGIC ECONOMIC PLAN SUBMISSION.**

The Highways Agency acknowledges the good working relationship that has been developed with the DLEP and partners to ensure the needs of the strategic road network (SRN) in and around Dorset are understood and work prioritised accordingly.

As you are aware the Agency is currently developing Route Based Strategies (RBS) for the entire SRN and DLEP was included as a key partner and stakeholder during the initial evidence gathering stage last autumn. We recently invited comments on the initial draft reports and we are now preparing the final versions for publication later this spring.

Once the evidence reports are published we will move onto the second stage of the RBS which will identify the priority challenges and opportunities and, where appropriate, explore potential solutions to ensure the network meets the demands of economic growth.

I can confirm the SRN issues identified in the SEP Transport Strategy have been raised through the RBS process and will be further considered as we move into stage 2.

Yours sincerely

Ian Parsons
Team Leader
Growth & Improvement Team
Email: ian.parsons@highways.gsi.gov.uk



c/o URS Infrastructure & Environment UK Limited
Scott House
Alençon Link
Basingstoke
Hampshire
RG21 7PP

Helen Jackson MRTPI
Senior Transport Planner
Borough of Poole
Transportation Services
Civic Centre
Poole
Dorset
BH15 2RU

26th March 2014

Dear Helen

Dorset Strategic Economic Plan – Letter of Support from Enterprise M3 LEP

I am pleased to support your Strategic Economic Plan, and fully endorse its approach to driving forward prosperity in Dorset, which complements the approach being undertaken by Enterprise M3, by looking to address infrastructure needs of the area.

A fully functional and resilient transport network is key to encouraging business growth and I am particularly pleased to see that you highlight the need to improve east-west links in you Plan, as these will be key to linking to the improvements to the strategic road and rail network in the Enterprise M3 Area that we will be working with the Highway Agency and Network Rail to accelerate.

I consider that the implementation of your plan will have clear business benefits for not only for Dorset, but also for businesses and enterprises across the Enterprise M3 area.

Yours sincerely,

Kathy Slack
Director, Enterprise M3 LEP



Monkton Park
CHIPPENHAM
SN15 1ER

19 March 2014

Dorset LEP
Lorna Gibbons
DLEP Executive Director
5th Floor, Poole House
Fern Barrow
Poole
Dorset
BH12 5BB

Dear Lorna

The Swindon and Wiltshire Local Enterprise Partnership fully support Dorset's Strategic Economic Plan as it seeks to strengthen the road and rail links between our economies by reducing journey times and relieving congestion.

The LEP fully supports Dorset's desire to provide significant transport investment to drive its continued economic success. We recognise that a prosperous Dorset will enable Swindon and Wiltshire to unlock its economic firepower. The LEP vision of Swindon and Wiltshire being a regional centre of innovation and entrepreneurialism will benefit from on Dorset's investment in its world class creative economies.

Yours sincerely,

A handwritten signature in black ink that reads 'Nicky Alberry'.

Nicky Alberry
Vice Chair
Swindon and Wiltshire LEP

From: David McIntosh
[mailto:DMcIntosh@christchurchandeastdorset.gov.uk]
Sent: 13 March 2014 16:31
Subject: FW: Strategic Economic Plan [PROTECT]

I support and endorse the Strategic Economic Plan.

Additional information/ideas on the Airport Infrastructure Project is being compiled by a colleague, James Hassett (Head of Growth and Economy) and will be returned to you as soon as possible.

Yours sincerely,

A handwritten signature in black ink that reads 'David McIntosh'.

David McIntosh

**Chief Executive
Christchurch and East Dorset Councils**

Tel: 01202 495296

Email: DMcIntosh@christchurchandeastdorset.gov.uk

l: uk

Web: www.dorsetforyou.com

Elaine Atkinson,
Leader of the Council,
Borough of Poole



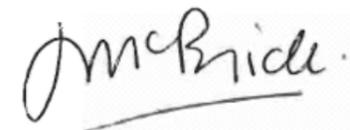
Oliver Letwin,
MP West Dorset



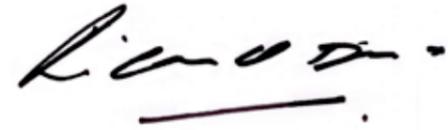
John Beesley,
Leader of The Council (Bournemouth)



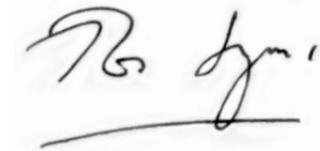
John McBride,
Borough of Poole CEO



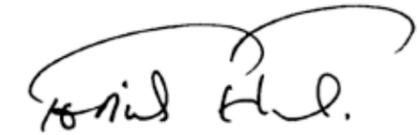
Richard Drax,
South Dorset MP



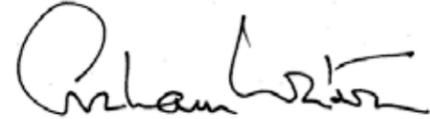
Robert Syms,
MP Poole



Tobias Ellwood,
MP Bournemouth East



Sir Graham Watson,
Member of European Parliament
(MEP) for the South West of England
and Gibraltar



Julie Girling,
South West MEP



Tony Williams,
BBC

