

**Statement of Intent**

for Dorset

Autumn 2018



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Dorset is a place with tremendous opportunity. Our Statement of Intent sets out how our region – public sector partners and local businesses alike – intends to build a more productive, more vibrant, and better connected Dorset.

We will build on our existing strengths and recent successes. We are about to become the first area in a decade to undergo a unitarisation process that will create two strong unitary authorities for Dorset. This is a bold step by our local authority partners and one which is supported and encouraged by the private sector. Obvious benefits include improved delivery of services and more cohesive regional delivery and planning.

Dorset is ready to deliver the next generation of growth and actively seek a deal with Government that will transform our economy.

Dorset Local Enterprise Partnership (LEP) has established a strong reputation for delivery – our successful Local Growth Fund project work has been recognised by Government as ‘exceptional’.

To realise our vision we recognise the need for focus. We have identified three growing sectors that are important to Dorset’s economy and have the potential to drive high productivity growth for our area, these being: advanced engineering, creative tech, and agri-tech & aquaculture. We are committed

to working with local businesses, business groups, investors and training providers in these sectors to improve opportunities for innovation, investment, start-ups and growth.

We will continue to improve and develop the value proposition of our region. A single unitary authority made up of Bournemouth, Christchurch and Poole will represent a city the size of Bristol, home to two world-class universities, an airport, a maritime port, and a number of multinational businesses that are household names, mixed with a great abundance of dynamic and fast-growing SMEs. In addition, we are fortunate to be an area that combines high quality cultural and creative attractions, superb heritage and unparalleled coastal and rural beauty.

We also recognise the challenges our unique region faces in the delivery of our vision and the sustainability of our growth. We do not yet have the homes or infrastructure needed to support the kind of growth we seek, and skills shortages in our key sectors have held back their capacity for growth. Our population is older than the UK average, which brings challenges around health and social care, particularly in more rural areas. That said, our plan contains solutions to address these challenges to create a more sustainable and supportive place. One example of creating opportunity from risk is the initiative to build on our successful Dorset Sustainability and Transformation Partnership (STP) and our being a Local Health and Care Record Exemplar (LHCRE) to become a pioneering area for how the UK approaches healthy living in the 21st century.

This Statement of Intent is not just important for our area. We believe that we can double our economic output over the next twenty years, which would add £17 billion to the UK economy, as well as creating 80,000 jobs locally. In the context of Brexit, and the need for high productivity export-led growth, this will be essential. By targeting our distinctive local growth sectors, we can also contribute to the UK’s Grand Challenges, as set out in the Industrial Strategy.

**Jim Stewart**

Chair

Dorset Local Enterprise Partnership

## Executive summary

Our objective is to double the size of our economy over the next 20 years. This will add an estimated £17 billion and 80,000 jobs to the UK economy. That's the deal we would like to strike with Government: our commitment to drive growth in return for Government support for infrastructure investment, a health deal and housing delivery.

Dorset is an economy that is home to 795,000 people and 342,000 jobs. We contribute £17 billion to the UK economy every year. Our economy is home to household name businesses such as BAE Systems, Siemens, Barclays and Merlin Entertainments; as well as fast-growing local creative tech enterprises such as Outpost VFX, Amuzo Games and Bright Blue Day.

Our vision for Dorset is to realise a 21st century city by the sea within a sustainable and modern county economy. This means creating a growing economy that works for local people, promotes healthy living, values our environment, and builds on the fantastic quality of life that makes Dorset such an attractive place to live.

We can't achieve this through 'business as usual'. We need to boost our productivity significantly so that across Dorset we are at least as productive as the UK as a whole. This productivity boost will come through attracting and retaining companies in high technology sectors and supporting improved productivity amongst businesses across the whole economy through targeted support and investment in skills and infrastructure. We must create clear pathways for local people to develop the skills local businesses need by encouraging collaboration between education providers, local authorities and employers. We must build on the innovative work of our two world-leading universities which are at the forefront of health innovation and research aimed at transforming care pathways. This includes furthering our work with Bournemouth University Orthopaedic Research Institute and integrating digital and creative expertise to drive productivity.

To achieve our vision, we need to also focus on the things that make Dorset a great place to live and work. This includes making our places more attractive, better connected, with better housing and support for sustainable and healthy living.

To meet our objective and deliver our vision for Dorset we will:

- **Drive growth in our key sectors:** we welcome the opportunity to co-create a Local Industrial Strategy with Government that supports innovation and investment in creative tech, advanced engineering, and agri-tech / aquaculture and ensures these sectors can access the skills they need locally.
- **Work with Government to prioritise investment in connectivity:** our economy needs improved connectivity to support 21st century, high technology growth. This includes investment in local transport links, strategic links with other areas, and improved broadband and mobile connectivity to support digital growth and technology uptake.
- **Pursue an affordable housing deal for local workers:** we need more of the right kind of housing that supports key workers, local people, young people and people with families to live affordably in Dorset. We will pursue an affordable housing deal to make this happen.
- **Pursue a healthy living deal with Government to support improved health outcomes:** we will build on our successful STP, ICS and LHCRE leading status to develop a pioneering approach to supporting sustainable and healthy living across Dorset, using better delivery models, research, new ways of working and new technology.
- **Create a vibrant and sustainable 21st century city by the sea:** in the Bournemouth, Christchurch and Poole area, we have a city the size of Bristol supporting the wider Dorset region and vice versa. We will pursue formal city status and Core City status. We will work to create a one-city approach that respects the importance of different areas within the city. We will build strong links to our growth towns and we will build on our existing Natural Capital Strategy to improve and enhance our green assets.

# Our vision and ambition

Our vision for Dorset is to realise a 21st century city by the sea within a sustainable and modern county economy. Doing nothing is not an option; standing still is going backwards. This means creating a growing economy that works for local people, raising Dorset's national and international standing, and maintaining and enhancing the fantastic quality of life that makes Dorset such an attractive place to live.

In doing so, we can be an exemplar for innovative and healthy 21st century economic growth, providing an alternative to the 'legacy' model – i.e. the attempts among post-industrial cities to reinvent their 19th century prosperity. Dorset can embody an alternative, forward-looking model.

## Our ambition

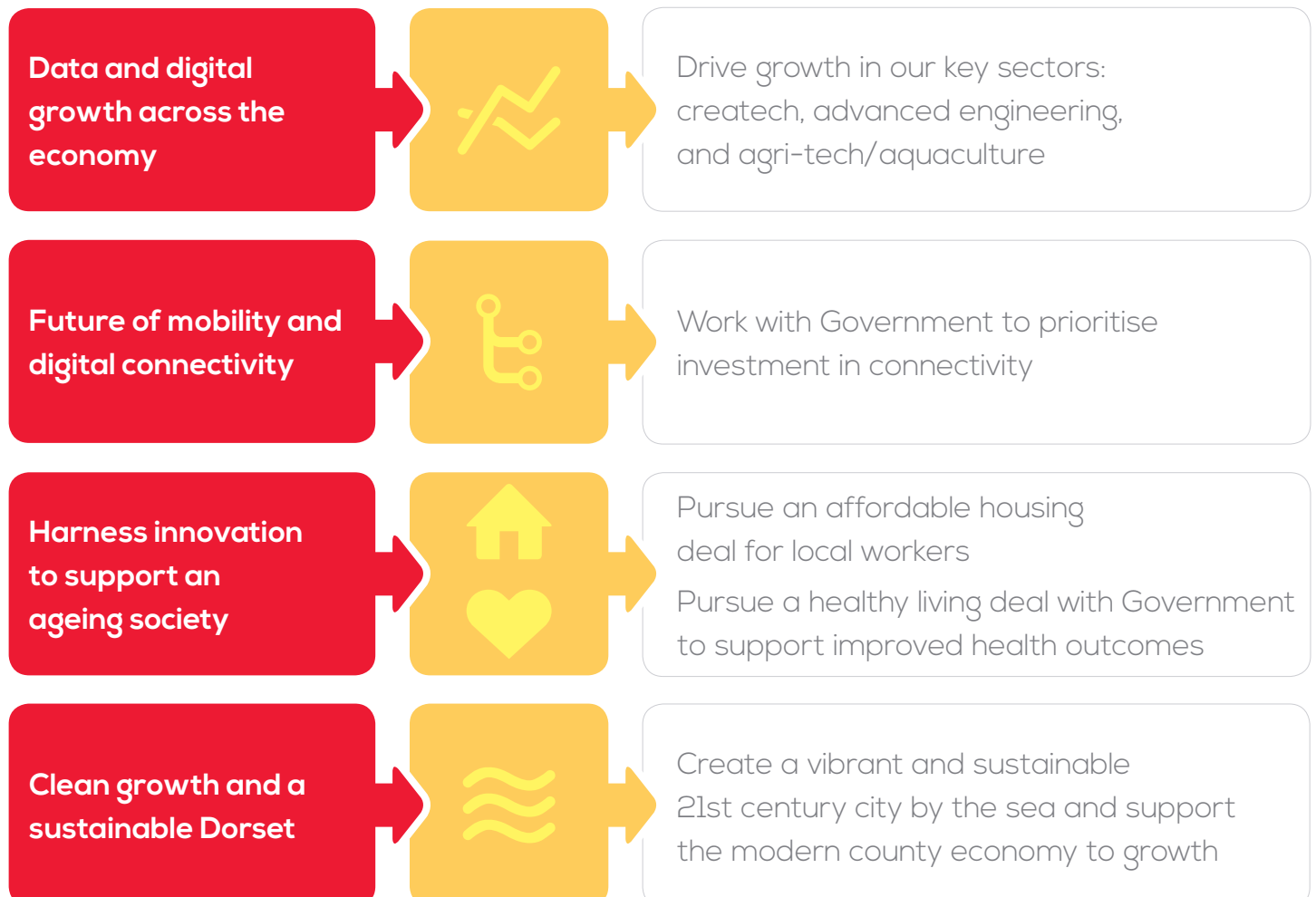
By 2038 we aim to:



We will do this by:

Addressing our grand challenges to ...

... raise productivity by 55% by 2038



# The opportunity

Dorset's local authorities have achieved England's first unitarisation since 2009 – and the first of this Government – so now we want to make the case for a Dorset 'deal' to transform our economy. Unitarisation will deliver greater certainty and consistency in the planning process, more focussed views on priorities for investment and negotiations with third parties, and improved service delivery to enable economic growth.

Government's focus is fourfold: Industrial Strategy, Brexit, productivity and housing. Dorset's two new unitary councils, working alongside Dorset LEP, have an unparalleled opportunity to help deliver the Government's agenda to achieve the economic dividend that is the next stage of the reform process.

Dorset can pioneer a new model for economic growth that is not rooted in the industrial heritage of the 19th century but rather represents the future of the UK economy. We have strengths in each of the Industrial Strategy's Grand Challenges – artificial intelligence and data, ageing society, clean growth and the future of mobility – so we now plan to seize the initiative to close the productivity gap and begin work on our Local Industrial Strategy this year. In so doing we can provide a new model for Local Industrial Strategy rollout nationwide.

Beyond unitarisation, Dorset has a strong record of joint working. Dorset LEP secured £98 million in Growth Deal funding and £79.4 million ESIF funding for Dorset to date, which in turn has leveraged £254.3 million of private investment. Our health sector working closely with social care through the clinical services review has secured £147 million of capital investment to create specialist emergency care and planned care hospitals in Bournemouth & Poole. We have also worked to address skills challenges across the county by reforming the Dorset LEP Skills Board and are preparing an updated Dorset skills map to focus the contribution of our partner education and training providers, local authorities and employers to our shared skills challenges.

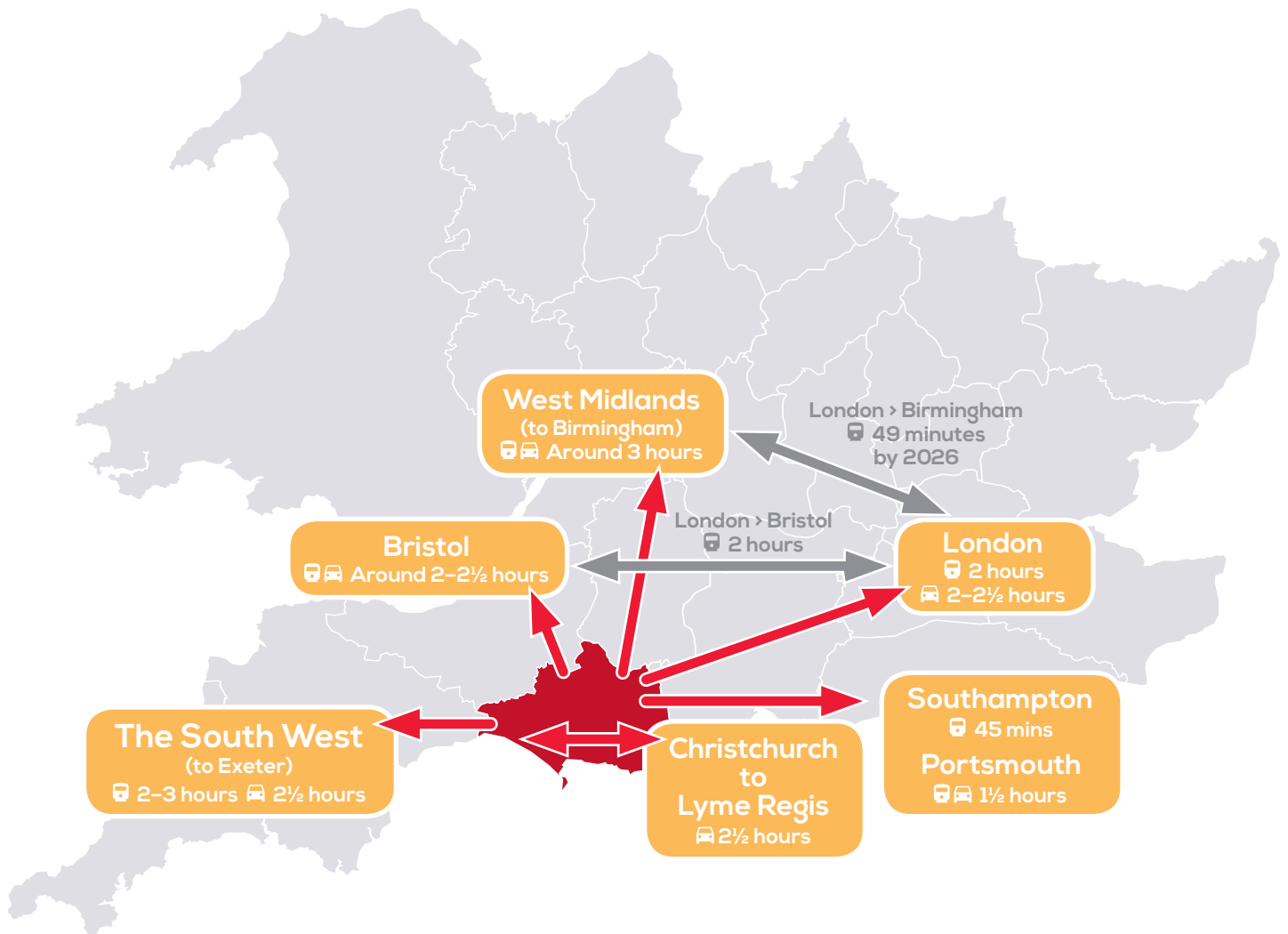
We are used to operating with partners across our entire area – for instance our outstanding record of integration in health and social care allows us to plan for and test projects county-wide and are recognised nationally as a leading health system. Huge change is already underway; we are currently consulting on merging our police service with Cornwall and Devon, and our fire service has already agreed to merge with Wiltshire's.



## Strong partnerships

Further to an impressive record for joint working within Dorset, we are involved in many regional initiatives across multiple themes.

- **Energy:** Nuclear SW, Joint Energy Strategy, SW Energy Hub
- **Science and Innovation Audit:** Innovation South
- **Transport:** A350 Corridor, West of England Line Group, Peninsular Rail Task Group, formation of sub-national transport bodies with a focus on Dorset
- **Aerospace:** SW Aerospace, iAERO
- **Rural Economy:** SW Agritech, Rural Productivity Commission
- **Health:** Dorset is a national leader in the 44 NHS STP footprints
- **Others:** Great SW, South Coast Marine Cluster, Life Sciences



**Dorset has no motorways; less than 5% are A roads**

The travel times above are indicative only and refer to journeys from Bournemouth. Travel times from other parts of the county vary considerably.

## The opportunity (continued)

### A pioneering approach to healthy living

Dorset's demographics mean we are uniquely poised to spearhead a 21st century approach to health and care. We have the opportunity to become a nationally significant 'healthy living' testbed area for medical technology, preventative schemes at scale and innovative social care solutions.

Our Sustainability and Transformation Plan (STP) was one of just five out of 44 that was rated outstanding. To deliver the plan, Dorset is one of 10 areas in the country to have an Integrated Care System (ICS), and one of only five areas with a Local Health and Care Record Exemplar (LHCRE).

This allows us to create and test innovative new ways of working. We can test changes to services (i.e. structures and delivery models), community proscripting and new medical technologies to help solve the national challenge of an ageing population in the coming decades. These initiatives could be globally scalable. We are forging ahead with an integrated approach to create an internationally recognised Living Laboratory and have an ambition to deliver enhanced medical research and education.

In economic terms, there is already considerable interest in Dorset for medical products and testing, and the potential for collaboration between Dorset's companies, universities and hospitals is

already attracting interest from global corporations in pharma, biotech, digital and big data. For instance, Bournemouth University's Orthopaedic Research Institute, National Centre for Computer Animation and SciTech Games Technology Group are collaborating to produce surgical training and diagnostic scenario games in virtual reality, with GPs exploring virtual reality for dementia patients to use at home.

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

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

### A sustainable 21st century city by the sea

The establishment of a new city in Bournemouth-Poole-Christchurch is an exciting opportunity to raise Dorset's profile, drive economic growth and set the standard for 21st century urban living in the UK.

Unitarisation is a chance to initiate a placemaking programme that can put the new city on the map as a liveable, high-tech and prosperous place, in doing so radically changing existing perceptions of Dorset.

Bournemouth-Christchurch-Poole is the largest urban area by population in the UK not to hold city status, so we must work to promote national and international awareness of the fact we mean business. This will require masterplanning to integrate the city's different parts while taking care to recognise each area's distinctiveness. The outcome could be an exemplar for modern urban life: an attractive and well-connected place with a strong economy and unrivalled leisure opportunities; a magnet for fresh graduates, mid-career professionals and retirees alike.

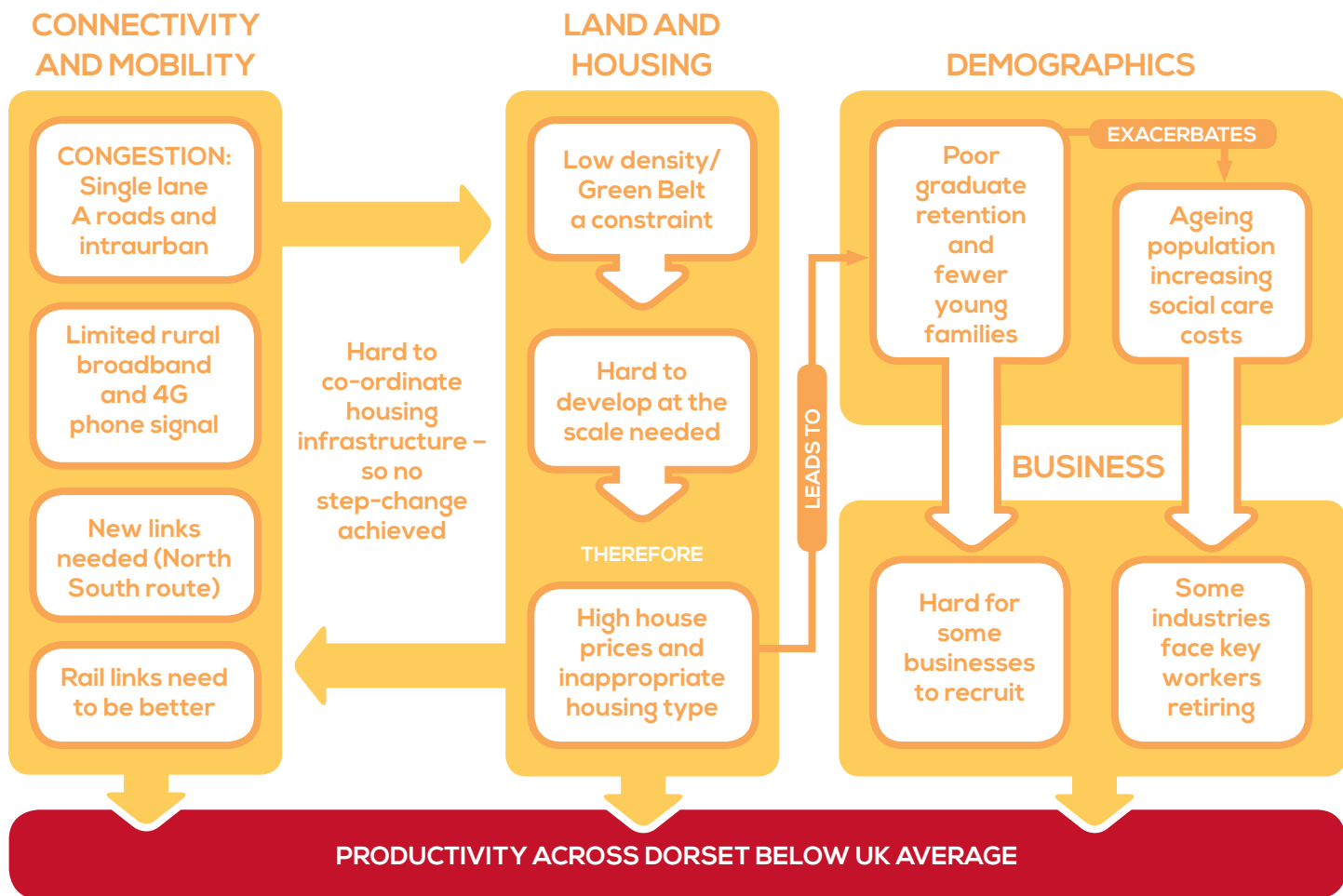
### A modern county economy

The formation of a new unitary authority covering Dorset's five primarily rural districts is an opportunity to promote Dorset as the 'natural' place to do business.

The new council will enable and oversee ambitious economic growth based around county towns and corridors, particularly running from Portland-Weymouth-Dorchester. Crucially, the Enterprise Zone at Dorset Innovation Park will bring a cluster of excellence in advanced engineering to the heart of the county, building up our high-productivity strengths in marine, defence and energy. Alongside this, our land-based enterprises have great untapped potential for increased productivity through the application of agri-tech innovations, which will increase prosperity, improve skills, and therefore opportunities, in rural areas, and achieve greater food security for the UK as a whole.



# Barriers to growth



Dorset is a successful part of the UK; however, we suffer from below average productivity, and the productivity gap with the rest of the UK has widened in recent years. In order for Dorset to reach its potential, we need to make a deal with Government that addresses our barriers to growth.

Dorset has long suffered from poor transport infrastructure and intense constraints on development, partly due to its natural environment. Congestion, particularly in the Bournemouth-Christchurch-Poole conurbation but also across the North-South and East-West axes of the county, is among the most severe in England and has worsened in recent years. Until now it has been difficult to coordinate housing and infrastructure investment across the county due to Dorset's eight independent planning authorities, meanwhile, an extensive Green Belt and a tendency to build low density housing, often for second homes, has made it difficult to build the correct tenure mix and at the scale required for the local working population plus workers we need in the future.

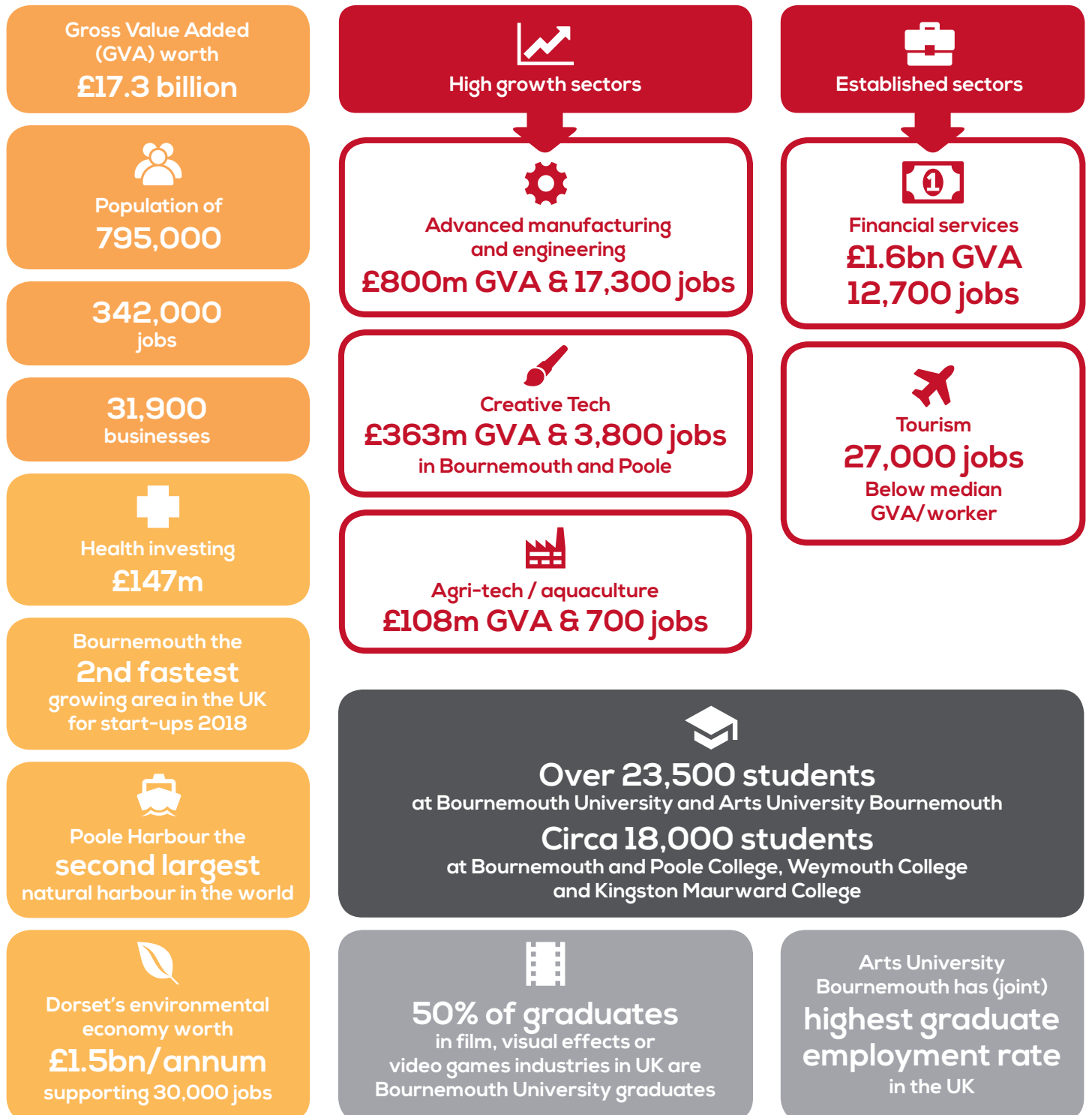
The outcome is high house prices that are increasingly out of reach for Dorset's residents or

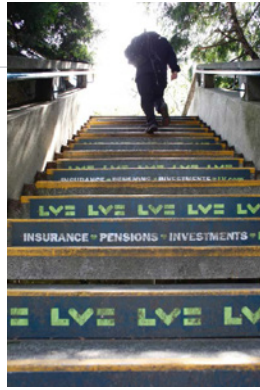
people looking to move here – low employment compounds this.. This has adversely affected Dorset's demographics by keeping out economically active graduates and young families, although the affordability issue extends to workers of all ages. This places local service provision under intense pressure and has also led to poor graduate retention for Dorset's universities. Many businesses therefore suffer entry-level recruitment problems and are also often unable to replace skilled workers upon their retirement. There is a circular problem here: high house prices make it difficult to recruit, including local construction workers, which makes it more expensive to build new homes, which contributes to high house prices. The skills issue will be further exacerbated when the UK leaves the European Union as many construction workers are of European origin and immigration is expected to fall.

Targeted intervention across all of the above themes is necessary in order to close Dorset's productivity gap, achieve a step-change in our contribution to UK plc, and build the foundations for a sustainable 21st century economy.

# Our economy, business and assets

## Key economic facts

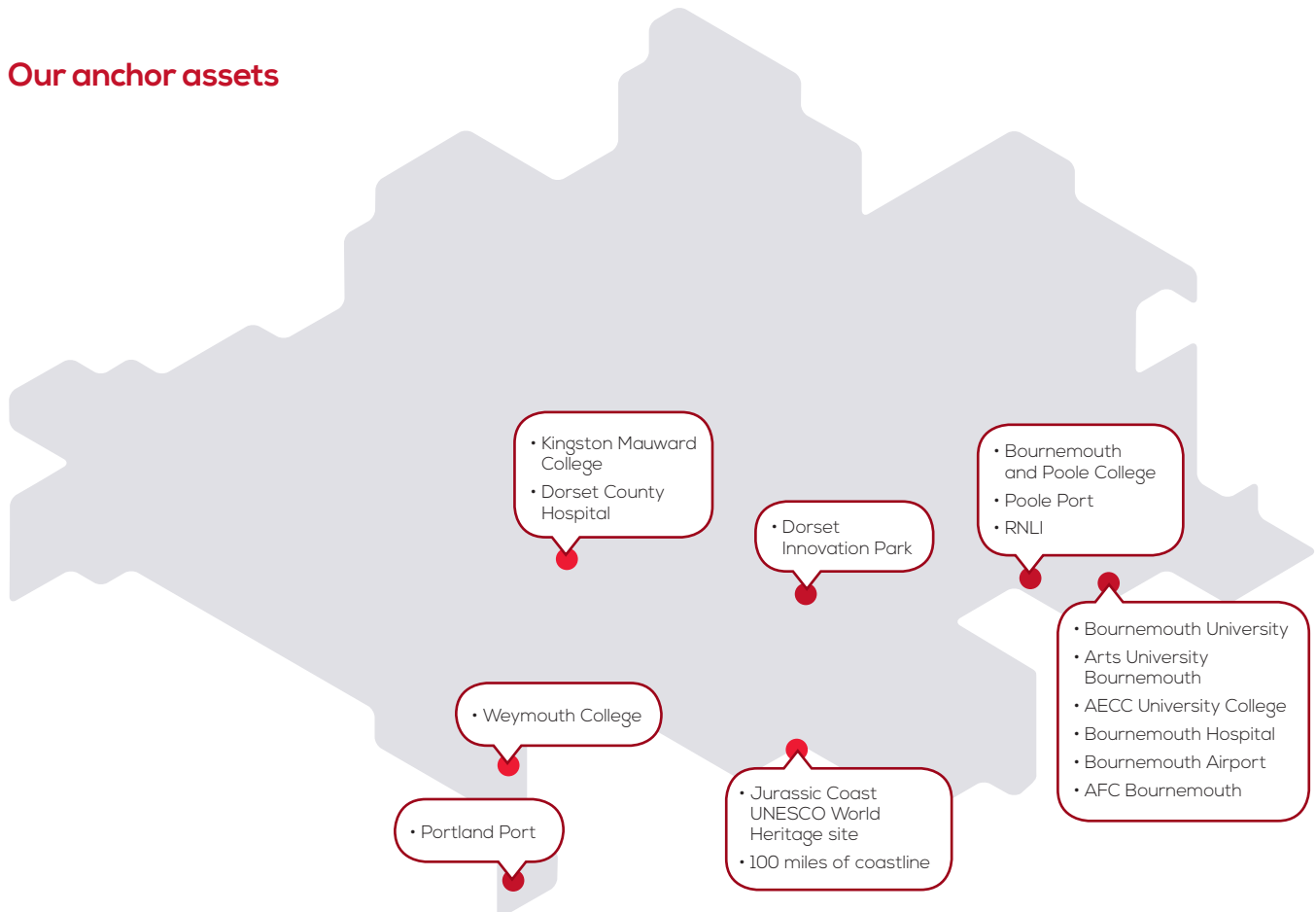




## A snap shot of nationally and internationally important firms

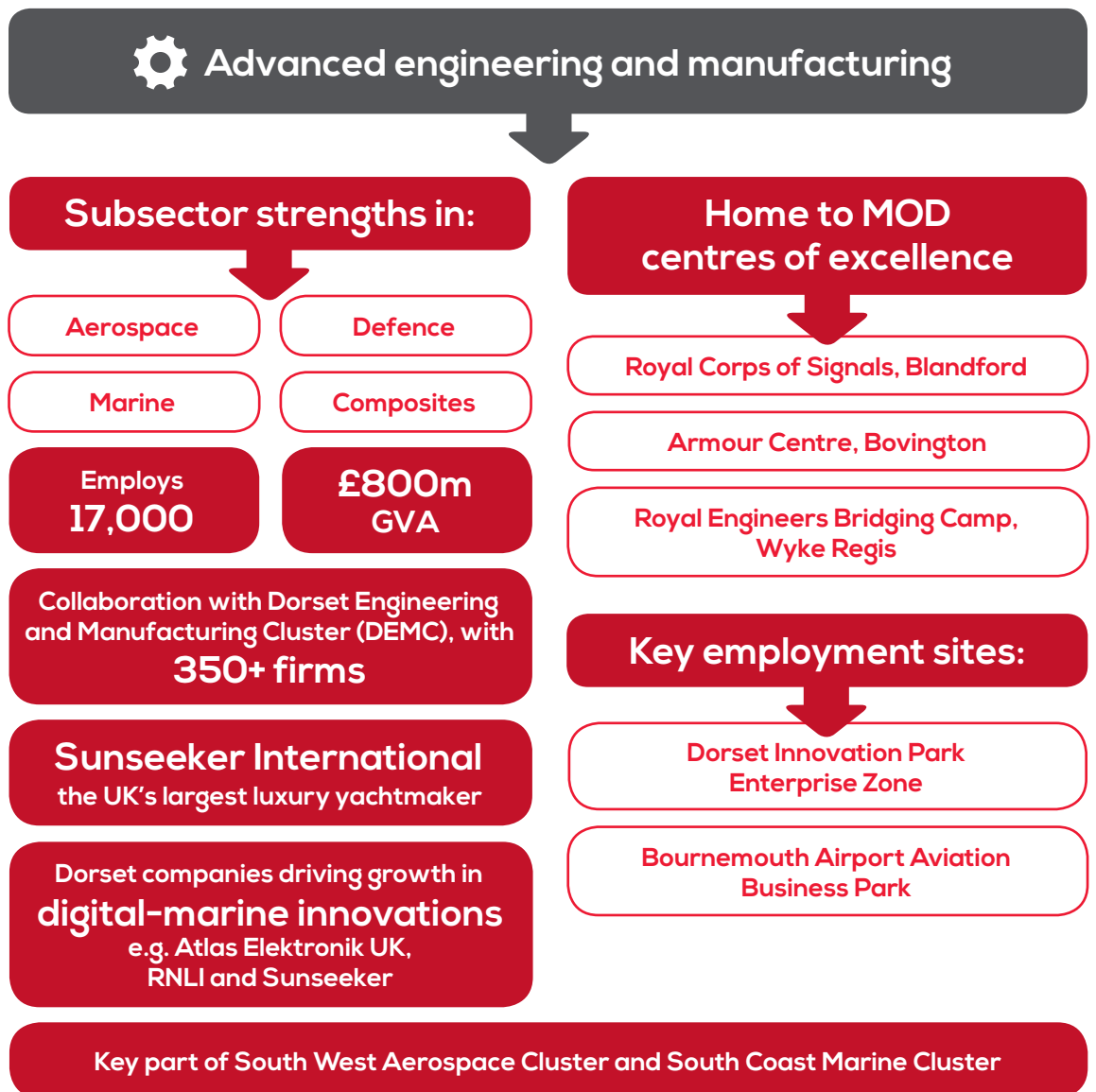
- Cobham
- Meggitt
- Outpost VFX
- Amuzo Games
- Sunseeker International
- MK Soil Science
- Hall and Woodhouse
- Magellan Aerospace
- Ratio
- ADDO
- Merlin Entertainments
- BAE Systems
- Bright Blue Day
- Danisco
- Livestock Improvement Corporation
- Atlas Elektronik UK
- RedWeb
- Quarter Circle Games
- Babcock
- Framestore
- Nourish
- Perkins Wimbourne
- Norco Holdings
- Curtiss-Wright
- Honeywell
- Tods Defence
- The Emerge Group
- Caterpillar Marine Power
- JP Morgan
- Lush
- Barclays
- RNLI
- Bank of New York Mellon
- LV= Liverpool Victoria
- Vitality Health
- McCarthy and Stone
- Jordans and Ryvita
- Ultra Electronics
- AFC Bournemouth
- Siemens
- Poole Harbour Commissioners

## Our anchor assets



# Our sectors

Dorset's sectors with potential for high growth are advanced engineering and manufacturing, creative tech, and agri-tech and aquaculture. These have grown alongside Dorset's more mature, established strengths in financial services and tourism. Digital technologies are a cross-cutting enabler across all of our high-growth industries and cross-sector collaboration provides a unique opportunity for further growth. Many of these high-growth businesses are headquartered locally, so there is a great opportunity to upscale their operations to directly benefit our local economy.



## Creative tech

### Subsector strengths in:

Visual effects

Gaming

Animation

Digital agencies

App creation

Post production

Bournemouth a 5G pilot area

### Dorset assets:

UK's largest film school outside of London

National Centre for Computer Animation

Centre for Digital Entertainment

International VFX Hub

Dorset Cyber Alliance

Research Active Dorset for Health

**50% of graduates** in film, visual effects and video games industries in UK are Bournemouth University graduates

**TechNation 2017:** Bournemouth-Poole highest of 30 clusters nationwide for high growth firms (26%)

**Cross sectoral collaboration:**  
Nourish – provide care management software for electronic care records;  
Ratio – operate price comparison website  
ChooseWisely

## Agri-tech and aquaculture

### A global market:

MK Soil Science Ltd's clients include

UN Economic Commission for Europe

European Environment Agency

European Commission

Agri-tech worth **£108m** GVA

Agri-tech employs **700**

SW agri-tech worth **over £1bn**

SW agri-tech has **200+ SMEs**

**Kingston Maurwood College** provides specialist education and houses Dorset LEP-funded Agri-tech centre

Dorset marine engineering strength has led to **aquaculture sector**

Aquaculture industry undergoing rapid global growth, estimated worth **US\$243.5bn**

Innovative Dorset projects/companies:

Lobster Grower 2 Project

Dorset Cleanerfish Ltd

# Making this happen

## Our ambition

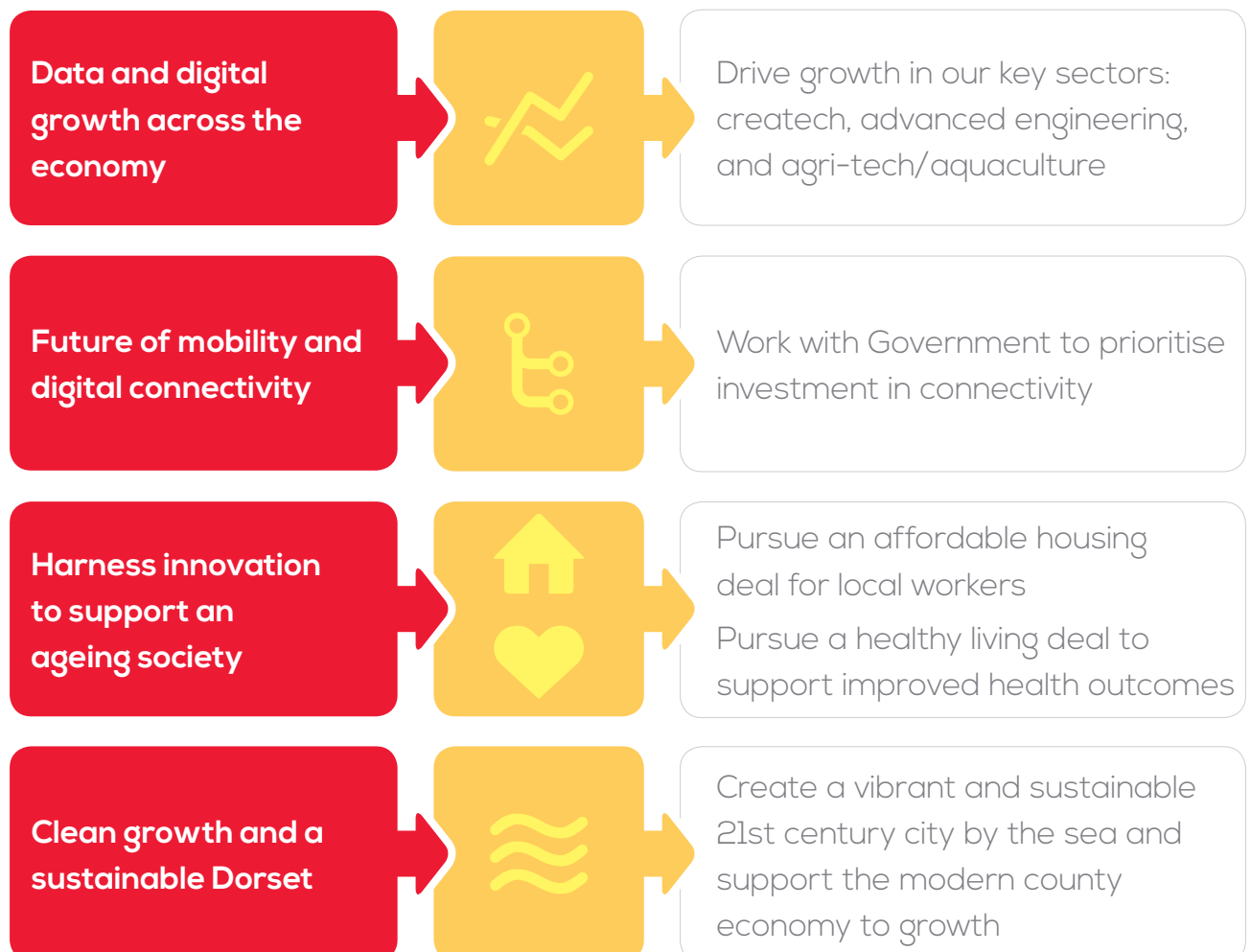
By 2038 we aim to:



We will do this by:

Addressing our grand challenges to ...

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In modelling our growth ambition we have made the following key assumptions:

- That national growth in GVA per capita will continue along the long term historical trend.
- That Dorset's GVA per capita will increase steadily until it converges with the England average by 2038.
- That Dorset will deliver its annual objectively assessed housing need (using the MHCLG methodology) of up to 78,000 homes till 2038.
- Ratios of the population per home, and jobs per head of population remain unchanged.

Jobs here are total jobs: full-time and part-time positions as defined by ONS.

## Drive growth in our key sectors

### Grand challenge:

#### Data and digital growth across the economy

We want Dorset to co-create our Local Industrial Strategy with Government and start the process in 2018 to support innovation and investment in our high growth sectors. We want to realise a well-balanced, high-tech and “future-proof” economy that significantly increases our contribution to UK plc and ensures sustainable growth in the coming decades.

We will ensure we have the skills necessary for our sectors and wider economy by increasing investment in our further education institutions so as to improve facilities and address the lack of aspiration of some of our young people, as well as calling for the devolution of Adult Skills Budgets to Dorset LEP.

#### To achieve this, we will:

- **Seek Government support** for a **Creative Tech Catapult Centre** and a **Tech Nation South office** to locate in Dorset.
- **Invest in co-working and live/work spaces for start-ups and growing SMEs** with excellent broadband in both the city and growth towns.
- **Secure £10 million each from the Audience of the Future and Creative Industries funds** to help Dorset companies build on their strengths in immersive technologies to create new products and services.
- **Continue to leverage investment for the Bournemouth International Growth (BIG) Programme** to unlock much needed employment space at a critical site with capacity to accommodate **10,000 advanced engineering and associated jobs around Bournemouth Airport**.
- **Secure funding for an Institute of Technology and University Technical College.**
- **Secure funding for a Digital Skills Partnership** to ensure local people can participate in our growing creative tech cluster.
- **Continue to develop Dorset Innovation Park Enterprise Zone** as a focus for our advanced engineering, marine, defence and energy subsectors, including “The Nucleus” innovation centre.
- **Secure £5 million from the Manufacturing and Future Materials Fund** for a local Manufacturing Technology Centre (MTC) linked to the Advanced Manufacturing Catapult.
- **Secure £20 million from the Transforming Food Production Industrial Strategy Challenge Fund** to foster Dorset’s innovative agri-tech sector, including revenue funding for hands-on demonstrators and P2P networks.

## Work with Government to prioritise investment in connectivity

### Grand challenge:

Future of mobility / digital connectivity

A successful 21st century economy rests upon unimpeded communication and connectivity. We want all of Dorset to have access to superfast broadband, uninterrupted mobile signal, and be able to travel efficiently within the county and beyond. Dorset will be a hub for digital infrastructure, including 5G, and our residents will be in easy reach of our employment centres, natural assets and our economic partners such as Bristol and the wider South West, the Solent area and the wider South Coast, London, and the Midlands.

#### To achieve this, we will:

- **Seek Government investment in a city by the sea Local Transport Package (LTP)** that addresses the key bottlenecks affecting travel times in the city. This will include supporting more sustainable transport options including local public transport, cycling and walking.
- **Seek transport investment** across rural parts of Dorset to address pinch points and unlock, unblock and enable better journeys.
- **Work with Government and Highways England** to secure the funding necessary for dualling the A31 and realising the Western Relief Road.
- **Seek Government commitment to investment** in the North-South road link and Weymouth to Bristol rail link.
- **Work with wider partners and Government to prioritise investment in the South Coast Rail line** to Southampton, Portsmouth and Brighton, along the South West main line to London, and along the West of England line from Salisbury to Exeter.
- **Work to secure £20 million funding for a high speed broadband programme**, focussed on rural areas with poor connectivity and key urban business locations.
- **Work to secure £2.5 million of funding for 4G mobile connectivity across Dorset.**
- **Further develop Bournemouth as a 5G testbed area** and produce a smart city plan incorporating: data, fibre, the internet of things and cyber security.



## Pursue an affordable housing deal for local workers

### Grand challenge:

#### Harnessing innovation to support an ageing society

We want to initiate a new approach to affordable housing delivery that embraces better delivery models, modular housing, housing types appropriate for younger people (including support for the private rented sector), higher density development in the city and improved design and community creation to support sustainable ageing. We will embrace technology to help build integrated and sustainable communities in which working people have the option to work from home and older people can live independently for longer.

This will deliver thousands of homes for key NHS and social care workers, will help young skilled workers stay in our area and will help our older residents live independent and healthy lives for longer.

#### To achieve this, we will:

- **Seek a £215 million affordable housing deal with Government**, as in Oxfordshire, made up of £150 million for unlocking infrastructure, £60 million for affordable housing and £5 million for technical analysis, planning support and additional resources.
- **Deliver up to 78,000 homes** supporting Government's ambition.
- **Explore a range of opportunities for development of affordable housing at scale** – including potential densification, sustainable urban extensions, and possibly a garden village.
- **Drive partnerships between Government and local industry** to transform Dorset's productivity through innovative technologies and a more highly-skilled workforce.
- **Explore the opportunities around innovative delivery models and new forms of construction**, including building on our existing manufacturing capacity to develop modular housing.

## Pursue a healthy living deal with Government to support improved health outcomes

### Grand challenge:

Harnessing innovation to support an ageing society

We will build on our well-received Sustainability and Transformation Partnership (STP) to further invest in preventative care and reduce the total cost of services provision while improving patient outcomes. This entails facilitating discussion and collaboration among our local health and care partners, including our Health and Wellbeing Boards, Hospitals and Clinical Commissioning Groups (CCGs) plus others. We will drive investment and take the lead in health innovation and research to transform care pathways.

We will also align our integrated health system with housing and infrastructure planning to ensure people can live in their homes for longer, provide better patient experiences and choices, offer the same standard of care across all health and care settings and provide more care closer to people's homes.

#### To achieve this, we will:

- Close the three gaps in Dorset for **health & wellbeing, care & quality, efficiency & the £229m finance gap** over the next five years.
- **Drive prevention at scale:** helping people to stay healthy and avoid getting unwell.
- **Create integrated community services:** supporting individuals who are unwell by providing high quality care at home and in community settings.
- **Build one acute network:** helping those who need the most specialist health and care support through a single acute care system for Dorset.
- Supporting the development of our workforce through **leading and working differently:** giving the health and care workforce the skills and expertise needed to deliver new models of care in an integrated health and care system.
- **Digitally-enabled Dorset:** increasing the use of technology in the health and care system to support new approaches to service delivery.

## Create a vibrant and sustainable 21st century city by the sea

### Grand challenge:

Clean growth / sustainable Dorset

The Bournemouth-Christchurch-Poole city by the sea is an exciting and unique opportunity to drive growth across Dorset, change people's perceptions of our place and raise our national and international standing. We want the city by the sea to embody the future of the UK economy and be a model for urban sustainability that is attractive to people from all walks of life.

#### To achieve this, we will:

- **Develop an integrated masterplan and investment strategy** to coordinate our interventions to make Bournemouth-Christchurch-Poole a single, well-integrated entity while recognising and maintaining each area's local characteristics.
- **Work to secure formal city status and Core City status** for the city by the sea.
- **Use our natural capital to enhance our natural assets** and thereby maintain Dorset's exceptional quality of life as the city expands.
- **Capitalise on the potential of Dorset's natural assets and coastline** as a testbed for environmental conservation technologies and innovation (e.g. at Poole Harbour).

This Statement of Intent sets out our ambition and vision for Dorset. There is a huge opportunity, for our area and the country as a whole, if we can get this right. We are ready and able to be a pioneer for a new kind of high productivity growth, within a sustainable 21st century city and modern county that promotes healthy living.

Over the next six months Dorset partners will:

- **Continue to progress the programme of unitarisation.**
- **Undertake initial work on our Local Industrial Strategy, including engaging companies within our growth sectors, and work with Government to initiate the strategy process itself.**
- **Work with private sector developers and investors to highlight our investment opportunities.**
- **Agree a way forward for housing planning and policy that addresses local needs.**
- **Continue to implement our STP for health and social care.**

And we will work with Government to pursue an early affordable housing deal and to develop an innovative Local Industrial Strategy, beginning this process ASAP.



[dorsetlep.co.uk](http://dorsetlep.co.uk)

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