

Poole Economic Development Strategy and Action Plan

2014-2019



September 2014

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Foreword

I am delighted to present the 5-year Economic Development Strategy and Action Plan for the Borough of Poole. This strategy provides the key themes, priorities and delivery mechanisms to achieve long-term sustainable economic growth in Poole.

We are very fortunate to have a thriving economy with high levels of employment and strong business sectors all located in an attractive place to live and work. However, whilst we have much in our favour, we are equally aware of the challenges that we face globally, in Europe and more locally in Poole. There is much work needed to address these.

This strategy sets out the Council's commitment, as an enabler of growth, to deliver the right conditions and infrastructure for businesses to thrive in Poole, by working in close partnership with the public, private, third, Higher Education (HE), Further Education (FE) sectors and in particular the Dorset Local Enterprise Partnership (LEP). By working together the Council can combine our capacity and capability to provide the growth needed for Dorset and the South-West. Our strategy is aligned with the work of the LEP and will ensure that Poole contributes to and benefits from the LEP's actions including the Strategic Economic Plan (SEP).

The strategy sets out a clear way ahead and highlights the key areas of focus for Poole – stimulating business, enterprise and innovation; supporting employment, education and skills; and facilitating the delivery of infrastructure, transport and housing. In considering all of this the Council must ensure that Poole as a place is developed in a sustainable manner and for the benefit of its people. Poole remains focussed on high skilled and high paid employment.

The next 5 years will see Poole continue to grow its economy through supporting the community and businesses, increasing resident's skills levels and wages and reducing the number of NEETS and residents on benefits.



Councillor Xena Dion, Portfolio Holder for a Prosperous and Sustainable Poole, Culture and Learning and Consumer Protection.

Purpose and scope of the Economic Development Strategy and Action Plan

The Economic Development Strategy (EDS) sets out the Borough of Poole's ambition for sustainable economic growth. The strategy sets out what the Borough of Poole propose to do, working with partners and the Dorset Local Enterprise Partners (LEP), to unlock growth and secure jobs.

The EDS is not seen in isolation from other priorities of the council and is informed by a number of strategies and plans which are detailed below:

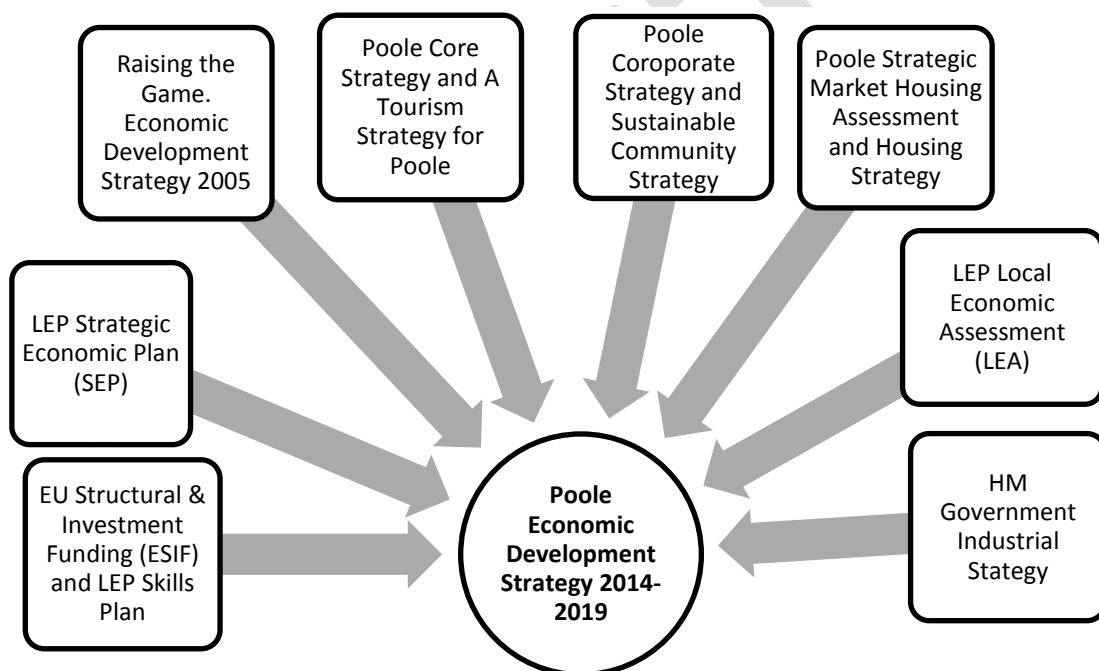


Figure 1: Influences contributing to this EDS

The EDS and Action Plan are built on a robust evidence base (Local Economic Assessment, LEA 2013), which has been particularly influential. The LEA has identified that whilst Poole has a number of assets and strengths to build on, it also needs to address a number of the weaknesses and challenges – the strengths and challenges are discussed throughout the EDS and a summary can be found in a SWOT analysis in appendix 6.

By analysing these strategies and the evidence base from the LEA, it became apparent that the key Strategic Economic Objectives for Poole could be classified in three overarching themes (see below).

Strategic Economic Objective 1: Stimulating business, enterprise and innovation

Strategic Economic Objective 2: Supporting employment, education and skills

Strategic Economic Objective 3: Facilitating the delivery of infrastructure, transport, housing and key sites

The LEA has demonstrated **why** we need the EDS and key points from the LEA are provided throughout the EDS. The EDS explains **what** interventions are required to overcome these challenges and to build on Poole's strengths to deliver sustainable economic growth. By this, we mean making the necessary decisions now to realise our vision of stimulating economic growth, maximising wellbeing and protecting our environment, without affecting the ability of future generations to do the same.

To achieve this, the EDS and Action Plan propose a number of economic priorities to deliver each strategic objective.

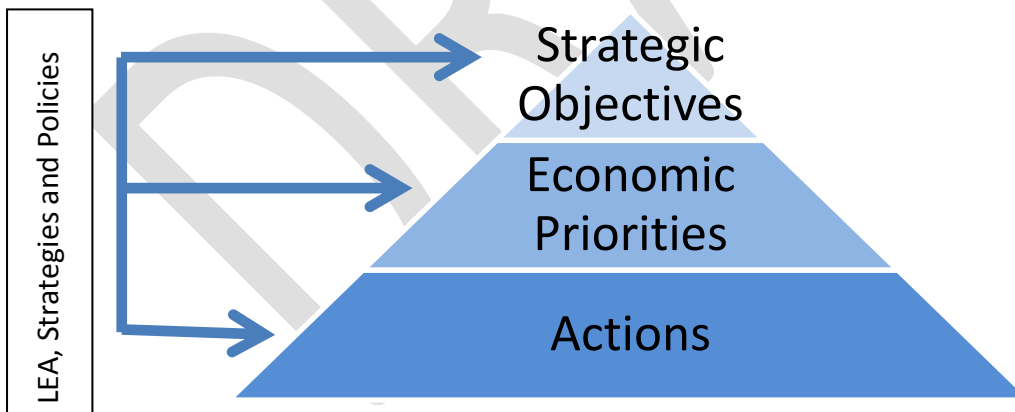


Figure 2: Relationship between Strategic Objectives, Economic Priorities and Actions

Each of the individual projects proposed in the Action Plan have been prioritised with those that are essential (must be delivered), those that should be delivered and those that could be delivered to create economic growth. A summary of these is provided at the end of each section in the EDS. The Action Plan also identifies what resources are required, the timescale, the lead delivery partner and required partners, and the status of each project.

The Action Plan includes a summary of all other external projects that will help deliver economic growth in Poole including the work of the LEP and other partner organisations and identifies other potential sources of funding to deliver the economic development priorities in Poole (e.g. European funding).

The Council and the LEP have broadly the same priorities for economic development and the Council is aligned with the LEP’s strategic themes. This EDS has the capacity and capability to provide a large proportion of the growth needed in Poole and across the whole Dorset LEP region, and also details how economic development can be delivered in Poole by the LEP. It embodies the Council’s ambitious and exciting vision, which provides a roadmap to sustainable economic growth and a resilient economy

Poole Strategic Objectives and Priorities	Dorset LEP Strategic Themes
Business, Enterprise, Innovation, Key Sectors	Support to Businesses
Employment, Education and Skills	Skills and Employment
Environmental Goods and Services	Environmental Goods and Services
Infrastructure – Transport	Transport
Infrastructure – Housing	Housing

Figure 3: Alignment of Poole strategy with LEP themes

It is of particular importance to note that whilst the SEP proposed nearly £600m of projects only c£66.4m of these were funded for 2015/16 when the Growth Deal award was announced on 7 July 2014. Whilst the remaining projects may still receive funding in future years, and are discussed in the EDS, Poole cannot rely on the LEP (and the SEP) alone to deliver economic growth in Poole.

In reading this EDS it is important to note that the Council cannot create jobs and wealth directly but can establish the right environment (infrastructure/facilities) for businesses to grow and flourish. Delivering sustainable economic growth requires effective partnership working with the Dorset LEP and key organisations across the public, private and education sectors. The Council is fully committed to working in partnership with these and other organisations and aims to both contribute to and benefit from their work with particular focus on the work of the LEP.

What Success Looks Like

Taking all major issues into account, the key outcomes that this strategy aims to deliver to meet the 3 strategic economic objectives and economic priorities can be summarised as:

Measure/outcomes	Baseline date	Baseline Poole	Baseline Bournemouth	Baseline UK	Target Outcome 2020
Gross Value Added (GVA) per resident ¹	2012	£20,537	£20,537	£21,674	Above UK
Median full-time hourly rate of pay ²	2013	£11.87	£12.33	£13.08	Above UK
Business start-ups ³	2012	10.20%	12.30%	11.50%	Above UK
3 year Business Survival rate ⁴	2012	67.10%	63.30%	62.90%	70.00%
Economic Activity rate 16-64yrs ⁵	Apr 13-Mar 14	80.9%	76.0%	77.40%	85%
Jobseekers Allowance claimants 16-64yrs ⁶	May-14	1.40%	2.10%	2.60%	<1%
Not in Employment, Education or Training ⁷	Dec-13			5.3%	At or below UK average
% of population with NVQ4+ (degree, HND) ⁸	Jan-Dec 2013	32%	32.80%	35.10%	Above UK
% of residents with NVQ2 5+ GCSEs (A-C) ⁹	Jan-Dec 2013	73.20%	76.30%	72.50%	Maintain above UK
Increase in employment in 5 key sectors	N/A	various			2%
House price affordability ¹⁰	2013	9.34x	8.07x	6.59x	8.5x

Figure 4: Key areas of focus and outputs

The above outcome targets are the anticipated impact of the successful delivery of the projects under the three strategic objectives. They establish a measurement of success in the growth and economic prosperity of Poole's economy. Each project within the Action Plan will be fully developed and outputs will be calculated. These outputs will cumulatively contribute towards the target outcomes.

¹ Measures the contribution to the economy of each individual producer. NUTS3. Provisional data. Dorset for You website

² Annual Survey of Hours and Earnings (ASHE), 2013 (provisional). Gross, excluding overtime

³ Source – Dorsetforyou website. Business demography data 2012, Office for National Statistics

⁴ Source – LEP dashboard. Inter-Departmental Business Register

⁵ People who are either in employment or unemployed, expressed as a percentage of all people

⁶ The percentage of 16-64 year old residents claiming Jobseekers Allowance (JSA) and National Insurance credits at Jobcentre Plus local offices. Source NOMIS

⁷ Not in Employment, Education or Training (NEETS)- 16-18 year olds. Sources - DFE. Contact 14-19s team for figures

⁸ NOMIS/ONS

⁹ NOMIS/ONS

¹⁰ Ratio of lower quartile house price to lower quartile full-time earnings of those who work in the area, 2013. HM Land Registry and ASHE. (Provisional.)

About Poole

Poole covers an area of just over 6,400 hectares. It is situated in the south-west of England, in the south-eastern corner of Dorset, approximately 6km adjacent to the west of Bournemouth. Poole, Bournemouth and Christchurch form the conurbation in Dorset, which is home to some 466,200 people and where two thirds of all the jobs in Dorset (196,700) are located¹¹.



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Figure 5: Map of the immediate area

Poole benefits from its coastal location with some of the country's finest beaches and its setting on the second largest natural harbour in the world. The harbour is of ecological, recreational and commercial importance. The town has a historic core with a Conservation Area, which contains a number of listed buildings that are associated with its maritime history and trading links. The Jurassic Coast World Heritage Site, the New Forest and the Purbeck Hills are all within half an hour's travel from Poole.

Poole has a population of 148,600 of which 18% are aged 0-15 years (GB 19%), 61% are 16-64 (GB 64%) and 21% are over 65¹³ (GB 17%)¹⁴. As such, Poole has a smaller working age population than the national average and a much larger proportion of retirement age residents.

¹¹ Transforming Dorset Dec 2013

¹² Contains Ordnance Survey data © Crown copyright and database rights 2010

¹³ ONS NOMIS

¹⁴ ONS NOMIS

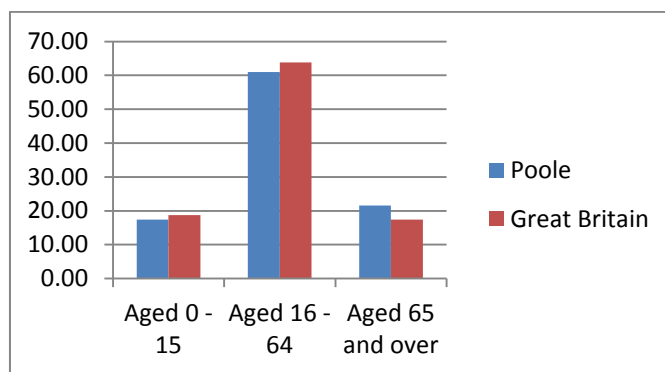


Figure 6: Age breakdown (% of population) Poole and GB. NOMIS/ONS mid-year estimates 2012

Poole's population is projected to rise by 10% (15,000 people) between 2011 and 2021, which is slightly above national levels¹⁵. The over 65 year age group will continue to grow and will account for an even higher proportion of the population (23%)¹⁶. Younger groups (up to working age) are predicted to increase to 19%, which will further erode the proportion of the working age population to 58%.¹⁷

Whilst mainly an affluent borough, distribution of wealth and living standards in Poole are polarised and there are pockets of deprivation. The Index of Multiple Deprivation 2010 (IMD) identifies that of the 91 Lower Super Output Areas (LSOA)¹⁸ in Poole, 5 are in the worst 25% nationally. There are two acute areas of deprivation in Hamworthy West and Poole Town, both of which rank in the worst 10%.

LSOA Number and Area	Deprivation
340 - Turlin Moor in Hamworthy West; 469 – Poole Town	Worst 10% nationally
384 - Bourne Estate Alderney; 379 + 381 - 2 others in Alderney; 442 – Newtown; 386 – Branksome Heath	Worst 25% nationally

Figure 7: Most deprived Lower Super Output Areas (LSOAs) in Poole

In particular, health and disability deprivation, which identifies areas with relatively high rates of people who die prematurely or whose quality of life is impaired by poor health or who are disabled, across the whole population, has worsened markedly in relative terms. Education, skills and training deprivation are more widespread forms of deprivation in Poole.

¹⁵ LEA for Dorset LEP. SLIM August 2013

¹⁶ LEA for Dorset LEP. SLIM August 2013

¹⁷ LEA for Dorset LEP. SLIM August 2013

¹⁸ LSOAs have an average population of about 1,500 persons and a minimum population of 1,000. (In Poole, the average is 1551.8).

Strategic Context

This section outlines the key drivers that will shape economic development locally in Poole, sub-regionally in Dorset and nationally for the foreseeable future. The section includes other strategies which are relevant to the EDS and that have been use to inform it.

Summary of Economic Drivers

Local	Sub-Regional	National
Core Strategy 2009	Dorset Local Enterprise Partnership (DLEP)	Local Enterprise Partnerships (LEPs)
Local Transport Plan 3	Regional Growth Fund	Localism
Strategic Market Housing Assessment 2012	Growing Places Fund	New Powers
Poole Sustainable Communities Plan	EU Structural & Investment Funding (ESIF)	Welfare Reforms
Poole MasterPlan	EU Call ins	Universal Credit
Poole Harbour Commissioners MasterPlan	DLEP Skills Plan	New Enterprise Allowance
A Tourism Strategy for Poole 2006-2015	Further Education Capital Investment	National Planning Policy Framework
Bournemouth and Poole Raising the Participation Age (RPA) Plan	Dorset Local Transport Body (DLTB)	Community Infrastructure Levy
		Apprenticeships
		Raising the Participation Age (RPA)

Figure 8: List of economic drivers

A summary of each of the economic drivers can be found in appendix 4.

Of the key drivers identified above, the role of the Dorset LEP, the Dorset ESIF Strategy and the Core Strategy are the most significant and are therefore summarised overleaf.

Dorset Local Enterprise Partnership:

Regional Development Agencies (RDAs) were abolished in 2012 and their responsibilities transferred to LEPs in partnership with local authorities. This new landscape requires local authorities to work in a different way, increasing their engagement with the business community and acting as an enabler of investment. LEPs decide what the priorities should be for investment in roads, buildings and facilities in the area to drive sustainable growth and create the right conditions for private sector job creation.

The Dorset LEP was formally launched in May 2012 and is led by a board of members with specialist skills and interests in the critical areas for focus (see below). The LEP's Employment and Skills Board (ESB) has also identified the following key sectors for Dorset (in no particular order):

LEP Areas for Investment and Development in SEP	LEP Employment and Skills Board - 9 key sectors
Advanced Manufacturing, Automotive, Aerospace	Advanced Manufacturing and Engineering
Health & Social Care	Adult Social Care
Financial Services & Business Services	Financial Services and Insurance
Digital, Creative & Information Services	Creative Industries
Tourism	Tourism, Leisure, Hospitality, International Education
Education & Research & Development	Retail
ICT & Precision Instruments	Food and Drink
	Environmental Goods and Services
	Construction

The LEP board has identified four strategic themes and ambitions:

- Competitive Dorset – unleash the potential of existing businesses, encourage the creation of new ones and attract investment
- Talented Dorset – enhance the skills of our current and future workforce
- Connected Dorset – improve electronic and physical connectivity throughout Dorset, particularly high speed broadband
- Responsive Dorset – creating the right conditions for businesses to flourish, addressing the barriers to growth facing existing and future businesses within Dorset.

The Government has allocated £2bn per annum over five years for LEP-managed Growth Deals, which will be a partnership between the Government and LEPs to stimulate growth, negotiated on the basis of

the LEP's Strategic Economic Plan (SEP). In partnership with the Borough of Poole, other local authorities and businesses in Dorset, the Dorset LEP produced the 'Transforming Dorset' SEP. The SEP was a bid for £600m Growth Deal funding from the Local Growth Fund (LGF). The SEP proposed 51 investment projects (which were prioritised) to deliver growth in these areas (see appendix 2).

On 7 July 2014 the government announced the Growth Deal award and Dorset received £66.4m of which £23.3m was allocated for infrastructure around the Port of Poole. The remainder of the money was allocated for infrastructure around Bournemouth airport (£39.5m); preparatory work for the Jurassica project (£0.3m); the Orthopaedic Development and Innovation Accelerator Cluster - ODIAC (£0.7m); additional funding to continue the Dorset Growth Hub and provisional allocation for facilities at Bournemouth and Poole College. Negotiations for future allocations continue, however, it is highly unlikely that the LEP will receive funding for all the projects that would benefit Poole in the SEP. Therefore, the Borough of Poole must consider other ways in which the benefits can be delivered, utilising council funding (and potentially through the Council's own investment strategy), government funding, Local Asset Backed Vehicles, S106 money, CIL, the private sector or through European funding.

Dorset European Structural and Investment Funds Strategy (ESIF) 2014-2020

European funding is a key source of finance for LEP areas. The European Regional Development Fund (ERDF), the European Social Fund (ESF) and part of the European Agricultural Fund for Rural Development (EAFRD) have been brought together into a single 'European Structural and Investment Funds Growth Programme for England' (ESIF).¹⁹

The Dorset LEP has been allocated £43.1m (including EAFRD) for the period 2014-2020 from the ESIF. This can be used to provide 50% co-financing and the remainder will need to be found through other 'matched' sources. Combining allocated funding with match funding could create a pot of almost £100m for the LEP area and Poole. Whilst the ESIF allocation has been finalised the projects are unlikely to be designed and delivered until mid-late 2015. However, the key investment priorities have been identified as:

- Supporting Business Growth and Innovation
- Reducing the Carbon Footprint of Dorset
- Supporting and Improving the Labour Market and Workforce

¹⁹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/224776/13-1056-growth-deals-initial-guidance-for-local-enterprise-partnerships.pdf

Other Funds managed by the EU – ‘Call Ins’

There are also a number of other funds which are managed by the EU and which Poole could access. One example of this is Horizon 2020²⁰ which is the biggest EU Research and Innovation programme with nearly €80bn of funding (plus private investment) available over seven years (2014 to 2020)²¹.

The Council has successfully bid to partner in ‘LoToNo’ which is a two year EU-funded project that takes place in Dorset, Hampshire and south-east France to develop innovation in the field of low carbon industries. Local and international small and medium enterprises (SMEs) are given the opportunity to take part in ‘Innovation Labs’ and ‘Supply Chain Bootcamps’, where SMEs, universities, business support organisations and designers work in collaboration to create new business ventures.

The Action Plan details possible projects in Poole where ESIF could be applied for.

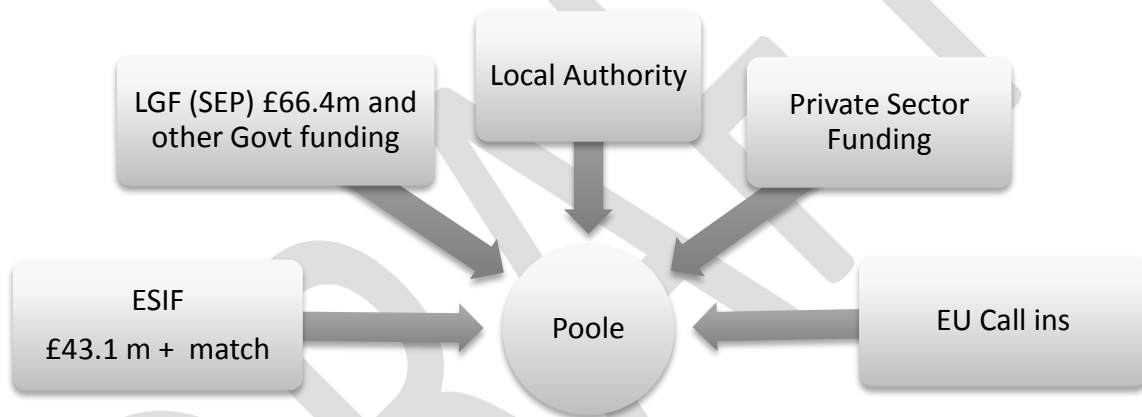


Figure 9: Potential sources of funding for Poole’s economic growth projects

Poole Core Strategy 2009

The Core Strategy contains the overarching policies and proposals to guide the development of the Borough up to 2026. The purpose of a Core Strategy or Local Plan is to set out a plan to deliver sustainable development in Poole that addresses economic, social and environmental issues as well as identifying the opportunities for development and setting out clear policies on what will or will not be permitted and where. The Core Strategy is currently being revised and the updated version is expected to go out to public consultation in summer 2015. This will help identify where housing and employment will be allocated in Poole and will put forward a vision for Poole and its aspirations.

²⁰ <http://ec.europa.eu/programmes/horizon2020/en/what-horizon-2020>

²¹ <http://ec.europa.eu/programmes/horizon2020/en/what-horizon-2020>

Strategic Economic Objectives

Taking into consideration the content of the strategic context, and the findings of the various plans and strategies previously discussed (including the evidence base of the LEA), three strategic economic objectives have been established:

- Stimulating business, enterprise and innovation
- Supporting employment, education and skills
- Facilitating the delivery of infrastructure, transport, housing and key sectors

Strategic Economic Objective 1: Stimulating business, enterprise and innovation

Key economic priorities for Stimulating business, enterprise and innovation:

Priority 1: Support local businesses to develop and grow

Priority 2: Develop key sectors

Priority 3: Increase exports

Priority 4: Attract inward investment

Priority 5: Increase innovation and joint working between businesses and universities and colleges

Poole enjoys a relatively high rate of new business formation, and business survival rates that are on par with the national average but slightly below the LEP average²². The overall business base in Poole has almost returned to pre-recession levels, and the Gross Value Added (GVA) created by all industries in Poole is above that created Bournemouth and the national rate²³.

Poole is characterised by a high proportion of Small and Medium Enterprises (SMEs). In 2012, of the 6425 businesses, 70% had a turnover of less than £250k and/or employing less than five employees (75%) – this in in line with the national picture.²⁴

The Poole economy is resilient because it is not overly reliant on any one sector. The sectors that contribute most to the economy in terms of Gross Value Added (GVA)²⁵ are manufacturing (£0.55bn); finance and insurance (£0.5bn); construction (£0.26bn); and health (£0.21bn).²⁶

Poole's three largest employment sectors are health (16%), manufacturing (13%) and retail (12%).²⁷

In 2011 half of employment in Poole was in knowledge-intensive industries. These are the part of the economy where organisations generate wealth by utilising a knowledge specialism in their workforce and high levels of employment is critical in terms of productivity and growth.²⁸

The medium term economic projections suggest that whilst growth in Poole will be slower in the decade 2011-2021 than the previous decade, the economy is expected to produce annual growth rates of 1.9%, which will exceed the predicted national (1.5%) and Dorset LEP growth rates. Employment in Poole is projected to rise by almost one fifth between 2011 and 2021, which is a rate higher than nationally and across the LEP.²⁹ The main growth sectors are predicted to be in real estate; business and finance; consumer and leisure; motor vehicles; health and social care and some elements of manufacturing.

Poole is home to a diverse mix of high profile 'brand' companies across a number of industries including Sunseeker, LUSH, Merlin Entertainment, Barclays, Liverpool Victoria, RNLI, Siemens Traffic Solutions, Animal, Care South, Pork Farms, Jordans and RYVITA company and Bright Blue Day. These businesses have chosen Poole as a base because of the advantages that Poole offers.

¹⁵ LEA for Dorset LEP. SLIM August 2013

²³ LEA for Dorset LEP. SLIM August 2013

²⁴ LEA for Dorset LEP. SLIM August 2013

²⁵ Gross Value Added – a measure of value of goods and services produced in an area.

²⁶ LEA for Dorset LEP. SLIM August 2013

²⁷ Poole Borough Economic Analysis. SLIM July 2013

²⁸ LEA for Dorset LEP. SLIM August 2013.

²⁹ LEA for Dorset LEP. SLIM August 2013



Figure 10: Employers in Poole and surrounding area.³⁰

The Council must continue to attract inward investment and new businesses to the borough. Poole is a member of the ‘Invest in Dorset’ team populated by Economic Development Officers representing the local authorities in Dorset. This team work with UK Trade & Investment to help manage the process of attracting inward investment, whilst also supporting existing businesses to develop and grow. The team have created the Invest in Dorset website www.investindorset.co.uk, attend conferences and events to promote Dorset and produce marketing collateral to help assist in locating businesses to Dorset.

The Invest in Dorset team manage the ‘Property Pilot’ database, which draws information from over 770 commercial agents and enables the team to promote available sites to new and existing businesses. Since its inception over 10 years ago it has received over 15,600 queries, which are all recorded and logged. Almost 400 Poole companies have used Property Pilot to find suitable properties. One notable example is LUSH who used Property Pilot to find and lease 23,562 sqft in Hamworthy.

Evidence from Property Pilot is used to support all local authorities in applications for change of use of commercial premises, employment land reviews, strategic employment space and public enquiries. The Invest in Dorset Team manages the Memorandum of Understanding (MOU) on behalf of the Dorset LEP, which has been signed by UKTI (Investment Services Team). Officers from the Invest in Dorset Team manage the relationships with the Foreign Direct Investment (FDI) companies and assess all award investment opportunities. The Team have successfully raised the profile of Dorset to the following organisations: UKTI IST Advanced Engineering and Manufacturing Sector, UKTI Local Investment Showcase, UKTI Regeneration Investment Organisation and UKTI Promotional Film. In autumn 2014, UKTI announced that Dorset is in the Top 5 referenced LEP areas by overseas investors and this is due to this activity of the Property Pilot officers and the Invest in Dorset website. Further investment into inward investment is required.

The port is also of paramount importance to Poole and facilitates trade and tourism through passenger services to Cherbourg and St Malo and commercial services to Cherbourg, St Malo and the Channel

³⁰ These organisations have not participated in the creation of the EDS

Islands. Bournemouth Airport also helps to attract and manage travel to and from the area and Poole will benefit from the proposed developments underway at the airport³¹.

Poole also attracts significant levels of tourism through its 'Blue Flag' rated beaches. Sandbanks beach has been awarded 23 prestigious International Blue Flags, more than any other beach in the UK. Poole also benefits from tourist activity through its access to the New Forest, Jurassic Coast and Purbeck Hills, which continue to be mainstays of the visitor economy. Tower Park (one of the South's largest entertainment complexes), Compton Acres (amongst the finest gardens in Europe) and the harbour (that hosts more water based activities than any other UK resort) also attract significant tourism to Poole.

Poole benefits from strong business partnerships and partnership working. The LEP and the Council work closely with the Manufacturing Advisory Service (MAS), UK Trade and Industry (UKTI), the Homes and Communities Agency (HCA), the Department for Work and Pensions (DWP), the Department for Business, Innovation and Skills (BIS), the Department for Communities and Local Government (DCLG), the Poole Chamber of Trade and Commerce, the Dorset Chamber of Trade and Commerce, WSX Enterprise business support, Poole Housing Partnership (PHP), the Bournemouth and Poole 14-19 Team, the Bournemouth and Poole Raising the Participation Age Strategic Partnership Board, Poole Tourism and Poole Town Centre Management. These strong partnerships will ensure continual economic growth using local knowledge and the Council will support its partners such as PHPs proposed regeneration of some of its housing stock; creating an energy company and addressing the needs of an ageing population by providing suitable accommodation.

Poole must target high growth potential business start-ups with the potential to export. Benefits of exporting include: increased sales and profits; reducing risks; lowering unit costs; gaining economies of scale; minimising seasonal fluctuations; improving efficiency and extending product life. General business support should include information and guidance through a new business start-up pack with regards to finance, export markets, supply chain development and accessing expertise from universities in the area. Business itself has a key role to play here and Poole also needs its larger businesses to provide mentoring and coaching to smaller businesses and start-ups such as through the Dormen Scheme which has 87 volunteer mentors working with 157 clients (July 2014).³²

³¹ see appendix 2

³² see appendix 3

The Council is planning to build on its strong partnerships and draw on available information and support in order to encourage new business start-ups and growth through referral of businesses to the Dorset Growth Hub and Driving Urban Enterprise (DUET) project.³³ The Council will also investigate a new business incubator in Poole town centre and will deliver its supporting retail project, which will provide start-ups with a retail presence.³⁴ Sector specific hubs or 'catapult centres' where businesses, scientists and engineers work side by side on late stage Research and Development (R&D) to create new products should also be investigated to build on the existing Care Innovation Centre at Bournemouth and Poole College. Small business grants are also proposed to help fledgling businesses start-up in Poole. The LEP's proposed Integrated Business Incubation hub at Hamworthy³⁵ and the Dorset Co-investment Fund³⁶ would help create new start-ups in Poole.

To increase innovation Poole needs to take advantage of its local universities and exploit the potential of their research bases. One option is 'Innovation Vouchers' for funding for businesses to work with the university. The Joint Universities Business Park³⁷ will offer exciting new opportunities for the Universities, business and employees, and the LEP led skills strategy will make a valuable contribution to employment, skills and business issues.

³³ see appendix 2

³⁴ see appendix 2

³⁵ see appendix 2

³⁶ see appendix 2

³⁷ see appendix 3

Key Sectors

The EDS has identified 5 key sectors for ongoing focus in Poole and the reasons for their selection are detailed below. As well as ensuring these contribute to growth locally, the Council is committed to supporting the LEP's broader work and is capable of taking the lead on these across Dorset. These key sectors, summarised over the following pages are:

- Advanced Engineering and Advanced Manufacturing
- Health and Social Care
- Creative Digital Industries
- Financial and Insurance
- Environmental Goods and services (EGS)

See appendix 5 for definition of each sector from Standard Industrial Classification (SIC Codes)

Employment by detailed sector

Industry	Employment		Businesses	
	Poole	Dorset LEP Area	Poole	Dorset LEP Area
Finance and Insurance	4800 (6.2%)	15000 (4.8%)	140 (2.2%)	705 (2.1%)
Advanced Engineering	4600 (6.0%)	14500 (4.7%)	280 (4.4%)	1295 (3.9%)
Advanced Manufacturing	3900 (5.1%)	11400 (3.7%)	120 (1.9%)	475 (1.4%)
Health and Social Care	11900 (15.5%)	45500 (14.6%)	395 (6.1%)	1955 (5.8%)
Creative Industries	2200 (2.9%)	8900 (2.9%)	575 (8.9%)	2480 (7.4%)
Total Dorset employment	310,900		Total Dorset businesses	33525
Total Poole employment	77,000		Total Poole businesses	6,425
Please note this comprises only 5 sectors, which is why the sum of the percentages does not equal 100%.				

Figure 11: Employment by sector. BRES 2012/UK Business: Activity, Size and Location (2013) ONS

Advanced Engineering and Advanced Manufacturing³⁸:

Reason for inclusion as key sector: Advanced Manufacturing is at the heart of the government's strategy for growth 'Plan for Growth'³⁹; LEP and LEP ESB Priority sector; LEA identified growth sector; Major employment sector in Poole (higher concentration than in South-west region or England); High GVA creator (in part due to high levels of exports); Companies in Poole recognised as world leaders; High skilled, well-paid sector;

Employment in Poole: 4,600 (6.0%) of Poole residents were employed in either Advanced Engineering or Advanced Manufacturing (AME) in 2012

Major employers in Poole and surrounding area: Sunseeker; RNLI (new state of the art premises for building lifeboats in Poole); Siemens

Strengths of sector: STEM centre Bournemouth and Poole College; Bournemouth University; Close working with Manufacturing Advisory Service (MAS)

Barriers to growth: Out-dated perceptions of sectors; Young people sometimes perceive sectors as unglamorous; lack of STEM skills (particularly maths); STEM skilled qualified employees follow careers in finance as these are generally better paid; Skills gaps; Businesses requirement to keep up with R&D and Innovation; Lack of Management Skills; Workforce ageing and loss of specialist skills; Gender bias (male)

Projects: Poole Skills Match; STEM Ambassadors & STEM Fairs; Business schools to improve leadership and management capability of local businesses; European Maritime Week; Dorset Skills Hub; Joint working with sector, FE institutions and LEP to understand and address barriers and encourage R&D and new products in the sector; **LEP SEP projects** –Explora; Port of Poole; Dorset Maritime Growth Sector; Workforce Development Programme⁴⁰



³⁸ These sectors are considered advanced as because they include significant numbers of enterprises that: make intensive use of capital or knowledge; have high levels of R&D and technology expenditure; require strong specialist skills, particularly in science and technology; and are more likely to compete nationally or internationally

³⁹ HM Treasury and BIS 2011

⁴⁰ See appendix 2 for project briefs

Health and Social Care (HSC)

Reason for inclusion as key sector: LEP and LEP ESB Priority sector; Ageing population – increased demand and growth in sector; Ageing population - service implications for the Council; LEA identified growth sector; Major employment sector in Poole

Employment in Poole: 11,900 (15.5%) of Poole residents were employed in the Health and Social care sector in 2012. 3.1% were in caring social care for older adults.

Major employers in Poole and surrounding area: Care South, Colten Care

Strengths of sector: Care Innovation Centre in Bournemouth and Poole College; Bournemouth University Adult Social Care department; Strong Partnership working; Sector provides the workforce with good training and skills

Barriers to growth: Recruitment and retention problems; Low skills and qualifications levels; Low wages (average wage £15,444) and no travel expenses between visits (domiciliary care); Skills gaps (17% of employers identified gaps); Gender imbalance (83% female); Older workforce (although not ageing)

Projects: Bournemouth University research project into the Barriers to working in Health and Social care in Poole; Raising profile of the Health and Social Care Sector project; Care Village; Care Innovation Centre, Dorset Skills Hub; Joint working with HSC sector, FE institutions and LEP to understand and address barriers and encourage R&D and new products in the sector; **LEP SEP projects** – Living labs, Orthopaedic Development and Innovation Cluster (ODIAC), Workforce Development Programme⁴¹



⁴¹ See appendix 2 for project briefs

Creative and Digital Industries

Reason for inclusion as key sector: LEP ESB Priority sector; LEA identified growth sector; High Skilled High paid sector; Universities specialise in this sector; Nascent clustering around Poole and Bournemouth (see Fig 13 below); Silicon South project already funded in part by LEP

Employment in Poole: 2,200 (2.9%) of Poole residents were employed in Creative Industries in 2012

Major employers in Poole and surrounding area: Bright Blue Day; Framestore (worked on Avatar and Gravity); Adido

Strengths of sector: Bournemouth University Centre for Excellence in Media Practice; Bournemouth University National Centre for Computer Animation' in Bournemouth University (UKs leading animation school;) Arts University Bournemouth specialising in this field (all Universities located in BoP)

Barriers to growth: Lack of critical mass in a single area; Lack of appropriate workspace; Lack of business support; Poor wages (or even voluntary work); Qualified/graduates leave for London or worldwide; Requirement for protecting and earning money through Intellectual Property; Lack of Venture capital

Projects: Poole Skills Match; Business schools to improve leadership and management capability of local businesses; Dorset Skills Hub; **LEP SEP projects** - Silicon South; Joint Universities campus at Talbot Village (within BoP); Workforce Development Programme⁴²

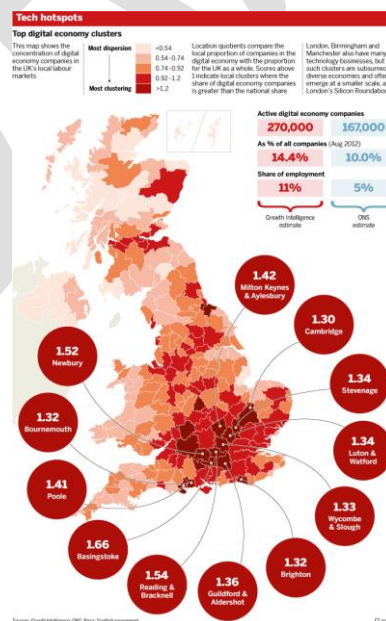


Figure 12: Creative Industries heat map

⁴² See appendix 2 for project briefs

Finance and Insurance

Reason for inclusion as key sector: LEP and LEP ESB Priority Area; Strong Sector in Poole; High GVA; LEA has identified projected growth in this sector which will outpace national growth rates; High skilled, well-paid sector

Employment in Poole: 4,800 (6.2%) of Poole residents were employed in the Finance and Insurance sector in 2012

Major employers in Poole and surrounding area: LV, Barclays, Nationwide, JP Morgan, Zurich, BNY Mellon; Handelsbanken; Coutts and Co

Strengths of sector: Strong reputation that will help retain existing business and attract new ones; Sector provides good training

Barriers to growth: Lack of affordable accommodation for employees; lack of STEM skills; some skills gaps; Increased regulation; Online banking

Projects: Poole Skills Match; Bring schools and business together – STEM Ambassadors & STEM Fairs; Skills Hub; LEP - Workforce Development Programme⁴³



⁴³ See appendix 2 for project briefs

Environmental Goods and Services (EGS)

Reason for inclusion as key sector: LEP ESB Priority Area; ESIF Priority; LEA has identified projected rapid growth in this sector to respond to social business and regulatory challenges of the sustainability agenda; Help deliver the Bournemouth, Dorset and Poole Renewable Energy Statement (to 2020); Allows Poole to deliver its ambitions to develop a green and sustainable borough (and build on its commitment to be greener – e.g. photovoltaic panels on Council car park); BoP is signed up to the Covenant of Mayors Scheme (commits the Council to reducing Poole’s carbon emissions by more than 20% by 2020 from a 2005 baseline); Green Deal

Employment in Poole: In 2011 (latest data) the Environmental Goods and Services (EGS) sector contributed 1.5% of employment in Poole

Major employers in Poole and surrounding area: AeroThermal, New Earth Solutions, Save Energy Group,

Strengths of sector: STEM Centre at Bournemouth and Poole College; Green Deal and ECO will create demand for sector; Navitus Bay

Barriers to growth: Policy uncertainty and short-term changes in policy which create risk, or at least the perception of risk, for industry; lack of skills for certain parts; lack of STEM Skills

Projects: Poole Skills Match; Green Positive Environmental Action (PEA); LoToNo; FE institutions and LEP to understand and address barriers and encourage R&D and new products in the sector; Venture Capital and Green Investment networks; **LEP SEP projects** - Workforce Development Programme⁴⁴



Please note, whilst not included as key sectors, tourism and construction are both identified as of major importance for Poole and Dorset.

⁴⁴ See appendix 2 for project briefs

Summary of actions for this Strategic Objective

This is a summary of the actions for this strategic objective with their priorities categorised into those that Must (essential), Should and Could be delivered.

No	Action Plan Projects	Priorities					Total Cost £000s	Funds allocated 2014/15 £000	Funds allocated 2015/16	Funds required 2015/16	Years – 2014/15 – 1 2015/16 – 2
		Support existing businesses	Develop key sectors	Increase exports	Attract inward investment	Innovation + work with unis and colleges					
	Essential/MUST Deliver										
1	Supporting/signposting to Dormen and WSX Enterprise, Growth Hub	<input checked="" type="checkbox"/>					12	6	6		1+2
2	Support applications from Poole businesses to DLEP for Growing Places Fund	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>							1+2
3	European Maritime Day	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>						1+2
4	Research into barriers to recruitment in HSC Sector and raising its profile	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				43	43			1
5	Nurture relationships between unis, colleges and businesses (R&D)		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	15			15	2
6	Partnership work UKTI, RIO, MAS and Growth Hub to attract Inward Investment and promote exports			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						1+2
7	Inward Investment and Property Pilot				<input checked="" type="checkbox"/>		20	10	10		1+2
8	Greening Poole's businesses (Green PEA)		<input checked="" type="checkbox"/>								1+2
9	Promoting green innovation (LotoNo)		<input checked="" type="checkbox"/>								1+2
10	Engagement with the Dorset LEP, CVS, Chambers and partners	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		74	37	37		1+2
11	Critical businesses engaged regularly	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>								1+2

12	Increase innovation + innovation centre feasibility				<input checked="" type="checkbox"/>	15			15	2
13	Visitor economy/tourism growth report from BU	<input checked="" type="checkbox"/>				2	2			1
14	Nurture relationships between unis/colleges and key sectors to provide leadership skills	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			5			5	2
15	Continue Business Breakfasts	<input checked="" type="checkbox"/>								1+2
16	Investigate Business Incubator in Poole	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	75			75	2
TOTAL MUST						261	98	53	110	

SHOULD Deliver										
1	Encourage and support creation of local social enterprises	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>					
2	Poole specific Inward investment strategy				<input checked="" type="checkbox"/>	20			20	2
3	Maintain a local investor network	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>					1+2
4	Create and maintain critical business support brochure	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	20			20	2
5	Small business grant fund	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	25			25	2
TOTAL SHOULD						65			65	

*Please note if no cost is entered that project is being delivered within existing resources. There are no 'could' projects in the strategic objective.

Summary:

	Classification	No. Projects	Total cost £000s	Funds allocated 2014/15 £000	Fund allocated 2015/16 £000	Funding required 2015/16 £000s
SO1	Must	16	261	98	53	110
	Should	5	65	0	0	65
	Total	21	326	98	53	175

The table above is a summary of the projects within the Action Plan that would deliver Strategic Objective 1. This table shows there are 21 projects, costing a total of £326k, of which £98k has been allocated in 2014/15 and £53k in 2015/16. To deliver all the 'Must' projects a further £110k is required in the 2015/16 financial year.

Strategic Economic Objective 2: Supporting employment, education and skills

Key economic priorities for supporting employment, education and skills:

Priority 1: Deliver business-led skills provision

Priority 2: Increase qualifications (incl Eng and Maths), higher skills levels (Level 4), STEM skills, entrepreneurialism and wages

Priority 3: Increase the diversity of career options (incl apprenticeships, traineeships and work placements)

Priority 4: Increase skills and employment for disadvantaged residents and communities

Priority 5: Increase careers advice and employability skills

Poole benefits from a high employment rate with 78.3% of the working age population in employment, which is well above the national rate (71.7%). The economic activity rate is also well above the national figure at 80.9% compared to 77.4%.⁴⁵

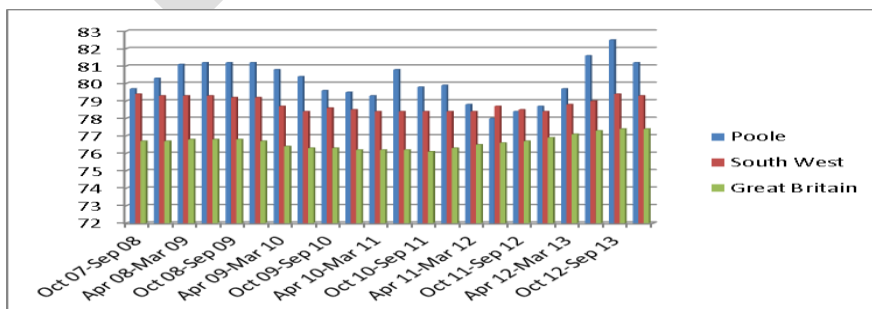


Figure 13: Economic Activity rate. Source NOMIS Apr 13-Mar 14

⁴⁵ ONS NOMIS April 13-March 14

Whilst employment in Poole fell by 4,400 between 2009 and 2012 (-5.5%), there were still 74,800 employees in Poole in 2012, which is similar to Bournemouth, which had 74,900⁴⁶ (although Bournemouth has a much larger population). There are 9,800 self-employed residents in Poole. Almost two thirds of Poole's employees are in full time employment, which is higher than Dorset but broadly in line with UK rates.⁴⁷ Unemployment in Poole is generally low, but there are high rates of unemployment amongst younger people on the Bourne Estate, Turlin Moor and in Poole Town Centre. The Council has facilitated the establishment of Job Clubs⁴⁸ in these areas to help residents on benefits search for employment in a familiar environment. The Council's Skills and Learning team also provide Functional Skills, Maths, English, ESOL (English for Speakers of Other Languages) for Poole Jobcentre referrals and Information, Advice and Guidance (IAG) to clients via their Learning Advisor in Jobcentre Plus offices along with their learning centres. The Council is developing projects to deliver targeted skills and encouraging businesses to engage with residents in these areas and the Driving Urban Enterprise (DUET) will support new start-ups in these areas. The LEP's Skills Project, 'Access to Jobs' and 'Delete the NEETs' will help low skilled and unemployed residents gain qualifications and employment⁴⁹

Poole has a slightly higher proportion of public sector employment than in Dorset and the UK (22% compared to 20%)⁵⁰. Private and public sectors both contracted in recent years with the private sector losing 1800 jobs and the public sector 2600 jobs between 2009 and 2012. Although Poole still needs to further reduce its reliance on elements of the public sector and rebalance its economy, it is important that the rebalance does not result in economic difficulty or a loss of knowledge and skills.

Poole suffers from low earnings. The median full-time hourly rate of pay for residents is £11.87 which is 91% of the average for Great Britain (£13.08)⁵¹. To increase average wages Poole will target higher skilled, higher paid sectors such as advanced engineering/manufacturing and creative digital industries.

Poole has a low benefit claimant rate with only 1.4% of working age residents claiming Job Seekers Allowance in May 2014 – one of the lowest rates in England (GB 2.6%). Of those on benefits, it takes on average of 9.5 weeks before reemployment compared to 16.9 weeks for Bournemouth and 22.3 weeks for England. This makes Poole the highest achieving area in England.⁵²

⁴⁶ LEA for Dorset LEP. SLIM August 2013

⁴⁷ LEA for Dorset LEP, SLIM August 2013

⁴⁸ see appendix 1

⁴⁹ See appendix 2

⁵⁰ ONS

⁵¹ Annual Survey of Hours and Earnings (ASHE), 2013 (provisional). Gross, excluding overtime

⁵² JCP Poole 2014

A relatively low proportion of residents claim Employment and Support Allowance (ESA) and incapacity benefit in the Borough of Poole (4430 or 4.9% in May 2014), lower than the average for Great Britain (5.6%).⁵³ However, this is still of concern and will be addressed through the Council funded 'Tomorrow's People' project which will employ a careers advisor/mentor to work closely with General Practitioners and their patients to address patients barriers to returning to work. Residents on ESA will also be supported through the Council's Brighter Futures⁵⁴ council apprenticeship scheme, ESIF projects, the work of Jobcentre Plus and the Work Programme.

Poole has 16-18 year old residents 'Not in Education, Employment or Training' (NEET). For the current figures please contact the Bournemouth and Poole 14-19s team. This team, the Council's Economic Development Team, the Council's apprenticeship scheme and the LEP skills agenda (and in particular the Delete the NEET project) can help Poole address this issue.

But it is not just the more obvious employment and skills related initiatives, which can and will benefit Poole, the businesses based here and their employees; many other key projects can make a material difference to the employment prospects in Poole such as the projects proposed in connection with Bournemouth Airport, The Port of Poole, Dorset Maritime Growth, Living Labs, ODIAC, Dorset Co-Investment, Dorset Inward Investment, Explora and Transport.⁵⁵

Education

GCSE results in Poole are generally high and the overall skills level of the working age population is also high with 73.2% having level 2 qualifications (5 or more A-C grade GCSEs) compared to 72.5% in the UK. This is particularly important as a level 2 qualifications are generally considered to be the benchmark for employability. The youngest and oldest residents of working age population in Poole are the least likely to hold a qualification at level 2 or above. A-Level results are marginally below the UK average.

	Poole	Great Britain
NVQ4 and above (Degree, Higher degree; HND)	27,700 (32%)	35.2%
NVQ3 and above (2 or more A-Levels)	48,200 (55.7%)	55.8%
NVQ2 and above (5 x GCSE A-C)	63,400 (73.2%)	72.5%
NVQ1 and above (Fewer than 5 GCSEs)	75,900 (87.6%)	84.4%
Other qualifications	4,900 (5.7%)	6.3%
No qualifications	5,800 (6.7%)	9.3%

Figure 14: Qualifications Jan 2013-Dec 2014. ONS/NOMIS

⁵³ ONS/NOMIS

⁵⁴ see appendix 1

⁵⁵ see appendix 2

However, Poole has a lower percentage of Level 4 higher-level qualifications (HND, Degree and Higher Degree) at 32% compared to 35.2% nationally. This could be in part due to the amount of skilled young people that leave Poole for better-paid employment or that housing is not affordable. To address these a supply of quality affordable housing is required in the Borough (see later on p38).

Poole has seen the number of apprenticeship starts rise in recent years⁵⁶. There were 1250 apprenticeship starts in 2011/12 and 1460 in 2012/13⁵⁷ which is a rise of 16.8%. In 2012/13, 360 people under the age of 19 undertook an apprenticeship in Poole and of these 240 were intermediate level apprenticeships and 110 were advanced level.

Apprenticeships are not just for young people as in 2012/13 42% of apprenticeships (610 people) were undertaken by people over the age of 25.

The Council will promote apprenticeships to business and will lead by example through its new Brighter Futures project, which will provide apprenticeships, traineeships and work placements in different departments throughout the Council (see appendix 1). The Council will also use its supply chain to create these opportunities through the adoption of the 'procurement pledge'⁵⁸, which will ensure the Council's suppliers are providing these opportunities for young people. The Dorset Skills Hub, hosted by the Borough, will also promote apprenticeships and training at schools and to SME businesses. The LEP's skills programme and access to jobs project in the SEP will target low skilled residents.⁵⁹

Skills

Poole has a slightly lower than average number of higher-level occupations (managers, directors, professional occupations, associate professional). Some 46% of those employed in Poole are in higher skilled occupations, which is in line with Dorset but below the rate for England.

Due to the recession businesses have a reluctance to invest in skills and training (including apprenticeships) although they identify skills gaps and a lack of employability skills. In 2011 15% of business in Poole had a vacancy, with 6% having a hard to fill vacancy due to skill shortages and 19% of businesses reported staff were not fully proficient in their jobs.

⁵⁶ Gov.uk

⁵⁷ The data service. From Remarkable Dorset

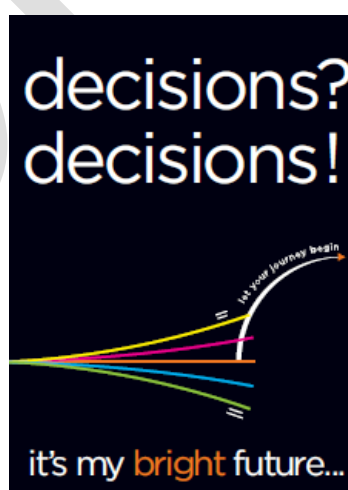
⁵⁸ See appendix 1

⁵⁹ See appendix 2

The Council and LEP need to work with higher and further education providers and schools to ensure there are clear pathways to higher-level skills provision in the area. Of these, the skills should reflect those required by businesses and those in the key growth sectors identified above.

The LEP's investment in skills will enhance the initial education and training of young people via schools, colleges, universities and training providers in order to: Support ongoing training and development of those in employment; retrain those out of work to improve their access to employment; deliver a workforce development programme via focus on key sectors and STEM skills; promote/prepare for local employment opportunities in key sectors; deliver a skills programme to support the young and unemployed into work; 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 in the region; increase uptake of work experience, internships, apprenticeships & traineeship; and an aspirational target of reducing the incidence of Dorset NEETs to 0%.

The Council is also playing its part by providing employability projects and a hard hitting '£52.91' project, which shows young people how hard it is to survive on benefits of £52.91/wk. The highly successful decisions? decisions! careers brochure (created by BoP for young people) provides advice around different sectors and careers options. The 'Employing Young People' booklet, written by Bournemouth and Poole 14-19 team and now in 3rd print is recognised as good practice in LGA publication also helps employers and young people with employment.



Summary of actions for this Strategic Objective

This is a summary of the actions for this strategic objective with their priorities categorised into those that Must (essential), Should and Could be delivered.

No	Action Plan Projects	Priorities					Total Cost £000s	Funds allocated 2014/15 £000	Funds allocated 2015/16	Funds required 2015/16	Years – 2014/15 – 1 2015/16 – 2
		Business-led skills provision	Qualifications and Wages	Diversity of career options	Disadvantaged residents/communities	Careers advice and employability					
	MUST Deliver										
1	Identify and resolve skills gaps in remaining 4 key sectors	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				50			50	2
2	Project to reduce number of ESA claimants through employment				<input checked="" type="checkbox"/>		60	60			1
3	Focus on employability skills in deprived areas				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	10			10	2
4	Promote jobs clubs				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					1+2
5	Employability projects (£52.91; Employability; Young carers; Youth in the Community, CEIL)					<input checked="" type="checkbox"/>	67	67			1
6	Host Dorset Skills Hub	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					1
7	Brighter Futures BoP Apprenticeship Scheme	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		150	120	30		1
8	Use Council's supply chain to broker apprenticeships and traineeships			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	5			5	2
9	Poole Skills Match event bringing businesses and providers together	<input checked="" type="checkbox"/>					15			15	2
	TOTAL MUST						357	247	30	80	

SHOULD Deliver											
1	Produce work experience best practice guide and promote delivery		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	20			20	2
2	Decisions? Decisions! update			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	40			40	2
TOTAL SHOULD							60			60	

*Please note if no cost is entered that project is being delivered within existing resources.

Summary:

	Classification	No. Projects	Total cost £000s	Funds allocated 2014/15 £000	Fund allocated 2015/16 £000	Funding required 2015/16 £000s
SO2	Must	9	357	247	30	80
	Should	2	60	0	0	60
Total		11	417	247	30	140

The table above is a summary of the projects within the Action Plan that would deliver Strategic Objective 2. This shows there are 11 projects, costing a total of £417k, of which £247k has been allocated in 2014/15 and £30k in 2015/16. To deliver all the 'Must' projects a further £80k in the 2015/16 financial year

Strategic Economic Objective 3: Facilitating the delivery of infrastructure, transport, housing and key sites

Key economic priorities for facilitating the delivery of infrastructure, transport, housing and key sites:

Priority 1: Improve connectivity by road, rail and broadband

Priority 2: Deliver more housing and affordable housing

Priority 3: Allocate and safeguard employment generating sites

Priority 4: Protect and enhance retail centres

The development of Poole as a place for the benefit of its people is ongoing work. There is much that the Council can do in this context but there are also many external influences that will impact its work, such as the LEP initiatives proposed in the SEP including the Port of Poole, Explora, The Joint Universities Business Park, the Transport/Housing Strategies and the Unlocking Potential Fund, all of which are described in appendix 2.

For Poole, the supply and availability of sufficient employment land to support economic growth is a key issue. The coast and Poole Harbour to the south of the Borough, together with internationally designated heathland habitats and Green Belt to the north, serve to constrain opportunities for development and limit the availability of land for inward investment, the expansion of existing businesses and housing.

The Poole Core Strategy (adopted February 2009) identified 'nurturing economic prosperity' as a strategic objective and set out the approach to meeting Poole's projected growth of 13,700 additional

jobs over the period 2006-2026. To support the economic growth proposed, the Strategy identified a range of employment sites to meet Poole's forecast requirement of 39.50 hectares of employment land. The economic recession, combined with owner aspirations for some allocated sites, has resulted in the low take up of employment land for development over recent years.

It should be noted that the supply of office accommodation in Poole, primarily in the town centre, has been significantly reduced as a consequence of the government's changes to permitted development rights, which allow the conversion of offices to residential properties without the need for planning permission.

Since the adoption of the Core Strategy, a revised projection of the amount of employment land required to meet the needs of South East Dorset over the period 2011-2031, has been produced. This has been quantified as 173.2 hectares⁶⁰ (including a 10% allowance for flexibility). This provides the context for an assessment of Poole's future employment land requirements, which is currently being undertaken in support of the review of the adopted Core Strategy. This assessment, which will include a consideration of how the Council's assets could contribute towards the delivery of land for housing and employment, will provide the evidence base for the allocation of sites to meet Poole's future employment land needs over the period to 2031.

Digital connectivity

The Council has already invested over £250k to bring superfast broadband to areas of the Borough and £32m has been secured to deliver high speed broadband throughout the whole of Dorset. Poole currently has 96% coverage and this will be 99.6% by September 2016.



The Council will also continue to lobby for better mobile phone coverage across the Borough and consider using its influence as landowners to encourage operators to provide 4g services in Poole by reducing rents on their masts in other areas. Superfast Broadband and better mobile coverage will enable new businesses to start-up and existing businesses to operate more efficiently and access new markets.

⁶⁰ Bournemouth, Dorset & Poole Workspace Study - Employment Land Projections: 2012 Update

Transport

One of the largest barriers to attracting and retaining businesses in Poole and Dorset is the poor infrastructure. Whilst Poole benefits from a port and links to mainland Europe its road and rail network are weak. This has a significant detrimental impact on business and investment in the Borough.

Dorset as a county has dual carriageways accounting for only 3% of the roads and no motorways. 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 to the west of the county or M4 to the north. Of particular concern is the lack of connections towards Bristol and the north and towards London.

The conurbation and Poole also suffer from key junctions being at capacity as identified in the Local Transport Plan 3 (LTP3). In Poole these are 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 and Dunyeast Roundabout. Following a detailed study, including engagement with residents and businesses, all these junctions have been designated as "Identified Priority Junction Improvements" in the LTP3 and a package of measures aimed to improve the efficiency of the Highway Network and to promote Sustainable Transport has been identified. The schemes have been phased into a delivery strategy to help reflect the need for control of higher transport levels being forecast. Some of the key junction improvements received funding through the LEP's SEP and business cases and further studies will be progressed in September 2014. These measures will be designed to reduce congestion, promote a modal shift towards more sustainable modes of transport and improve general connectivity.

Poole has also been allocated £3.69m for the next 3 years from the LTP3 for all Integrated Transport schemes (sustainable transport), which will also benefit the economy.

In terms of rail, London Waterloo is approximately 2 hours away by train but this line is constrained by limited service frequency, a lack of infrastructure and a lack of quality interchange facilities beyond the core stations. Furthermore, there is a lack of through services between the South East Dorset Conurbation and the wider Bristol/Bath area to the north.

Housing

Poole suffers from high property values, which makes purchasing a property as expensive as buying somewhere in the South East such as Brighton. The average property is 9.34 times the average salary (GB is 6.59 times) and around 27% of households in Poole cannot afford housing at the current market purchase prices without the need for some form of subsidy such as housing allowance.⁶¹ This is in part due to in migration and to some extent second homes (particularly in more expensive areas).

	Poole (LHA Rate) ⁶²	England
1 bedroom	£575 (£532)	£500
2 bedrooms	£715 (£658)	£575
3 bedrooms	£875 (£812)	£650

Figure 15: Local Housing Association rates⁶³

Rental prices in Poole are also high. The private rented sector is an important source of housing for low income households in Poole. Seven out of ten in work housing benefit claimants in Poole are private tenants; this is higher than England where about half are private tenants.⁶⁴

Furthermore, the shortage of land means that there are limited sites for housing and some of the larger sites that have planning permission are not being developed.

The Poole Strategic Market Housing Assessment (2011) has identified that there is an annual need to provide 1710 additional units of affordable housing per annum if all needs are to be met. The scale of this challenge is demonstrated when compared to the 443 units of affordable housing provided over the past four years. There is a need for a mixture of type, sizes and tenures. The Council is pleased to note the focus on such issues in the SEP, but recognises that some form of intervention will need to occur in order to facilitate delivery (Homes and Communities Agency grants etc). The Council will support Poole Housing Partnerships' (PHPs) plans to regenerate part of its housing stock/estates.

⁶¹ Ratio of lower quartile house price to lower quartile full-time earnings of those who work in the area, 2013. HM Land Registry and ASHE. (Provisional.)

⁶² Local Housing Allowance (LHA) Rate is the maximum amount of Housing Benefit that can be claimed, it is set at the 30th percentile of local private rents. That is, 3 out of 10 local private rents will be at or below this level.

⁶³ Valuation Office Survey for year ending 31 March 2014

⁶⁴ Ratio of lower quartile house price to lower quartile full-time earnings of those who work in the area, 2013. HM Land Registry and ASHE. (Provisional.)

The LEP, through its SEP, will lead a process, supported by the local authorities and the HCA, to accelerate the delivery of up to 6000 new homes throughout Dorset over the next 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 input of housing associations is planned to be a major component in delivering the Council's plans.

Poole will be a major provider of the total requirement for Dorset and will make a significant contribution towards this objective as circa 1500 homes are proposed for Poole spread across:

- Land off Verity/Kellaway – 120 homes
- West Quay Road – 96 homes
- The former Power Station 1150-1350 homes

New powers have created innovative ways to take advantage including business rate retention and LABV, which should be thoroughly investigated to create further growth and deliver more housing.

Port of Poole key development site

Whilst employment and housing land in Poole is scarce, the Council has identified a regeneration area in the Town Centre to attract new investment and create new residential, office and some retail based employment. The regeneration area comprises four main sites including the former Power Station site, land between Wilkins Way/Twin Sails, land between Poole Bridge and Wilkins Way and Pilkington Tiles.

The Port of Poole is one of the major trust ports in the UK and makes a significant contribution of approximately £53 million, to the local and regional economy⁶⁵. Poole Harbour Commissioners directly employ approximately 90 people and there are approximately 450 people in total 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 others regions of the UK, such as the manufacturing sector in the West Midlands.⁶⁶

The Twin Sails Bridge, which opened in April 2012, was partly funded by the Council. The bridge provides a second crossing between Poole and Hamworthy and the critical infrastructure to open up the former power station site of up 16.68 hectares of brownfield land. Over the next 10 to 15 years, when complete, the proposed infrastructure around the Port of Poole and the Poole Regeneration Area will:

⁶⁵ LEP SEP 2014

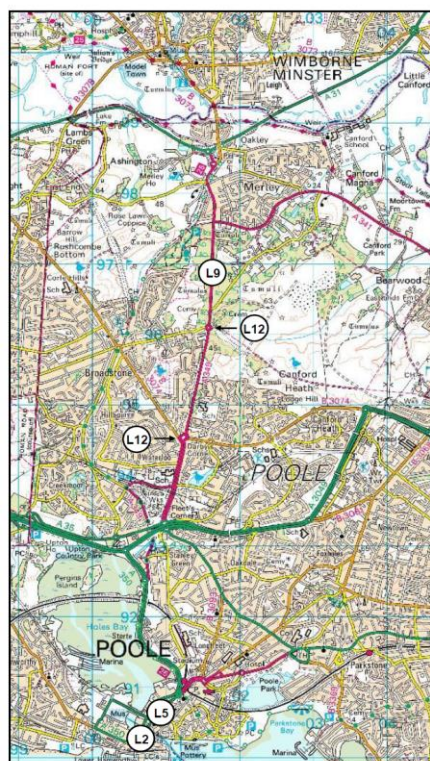
⁶⁶ LEP SEP 2014

Support the second largest Regeneration scheme on the south coast (Poole's Regeneration Master Plan), which will provide a mixture of office, 5,000 jobs and over 2,000 homes; 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; Capitalise on the £37m of investment already made in the Twin Sails Bridge; Relieve pressure on Port capacity in other parts of the country; Provide maintenance facilities for proposed renewable energy schemes.⁶⁷

The SEP proposes various important infrastructure projects around the Port of Poole and the Poole Regeneration Area to improve access to the port and open up new development, which have been funded by the Growth Deal on 7 July 2014. Specific projects include: Poole Bridge Approach Spans; Completion of Poole Townside Access to the Port of Poole; A348 Gravel Hill Online Improvements; Conurbation-wide key junction improvements; A31 Ringwood widening; A35/A37 Monkey's Jump improvements; A35 Yellowham Hill to Stinsford widening; Completion of Port Link Road; and A31 Merley to Ameysford dualling. The Borough of Poole has made a significant contribution towards this initiative and welcomes these other interventions.



Figure 16: Map of location of major housing developments comprising nearly 26 hectares



- L2**
Poole Bridge Spans
- L5**
Townside Access
- L9**
Gravel Hill
- L12**
Darby's Corner & Duneats Roundabout

Figure 17: Map of transport improvements

⁶⁷ LEP SEP 2014

Town centre regeneration

Town Centre regeneration and the reduction of empty units in Poole town centre is a key component of the development of Poole as a place. In 2013 11% of ground floor retail units in Poole Town Centre were vacant compared to around 12% nationally⁶⁸. To address this the Council implemented a Local Development Order (LDO) in parts of the High Street to meet the Borough's goals of renewing the vitality and vibrancy of the High Street. The LDO means that retailers and business owners will be able to use the ground floor of units for A1 uses (shops), A2 (financial and professional services), A3 (restaurants and cafes), B1 (business) and D1 (non-residential institutions) without applying for planning permission. Another project to help the vitality and viability of the Town Centre is the 'Supporting Retail' project for which the Council will lease a vacant shopping unit to provide small start-ups (including social enterprises) and business enterprises with a retail presence in the town centre. This will reduce the number of empty units and help create new businesses. The Council will also fund a feasibility study for a Business Improvement District (BID) in the Town Centre and will look at creative and innovative uses of the High Street as retailing has changed.

⁶⁸

Summary of actions for this Strategic Objective

This is a summary of the actions for this strategic objective with their priorities categorised into those that Must (essential), Should and Could be delivered.

No	Project	Priorities				Total Cost £000s	Funds allocated 2014/15 £000	Funds allocated 2015/16	Funds required 2015/16	Years – 2014/15 – 1 2015/16 – 2
		Road, rail and broadband connectivity	Housing and affordable housing	Allocate and safeguard employment sites	Protect retail centres					
	MUST Deliver									
1	Match funding for infrastructure for Port (5 years)	<input checked="" type="checkbox"/>				2300	2300		2	
2	BDUK broadband match from BT and BoP	<input checked="" type="checkbox"/>				227	227		1+2	
3	Training/promoting superfast broadband to businesses	<input checked="" type="checkbox"/>				15		15	2	
4	Economic input to major planning applications and policy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1+2	
5	Town Centre North Delivery Plan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				1+2	
6	Supporting Retail – business rate relief; BID; Pop up shop				<input checked="" type="checkbox"/>	47	47		1	

7	Top of the Shops, follow-up TNAs and training initiatives			<input checked="" type="checkbox"/>	2	1		1	1
8	Independents Day 4th July			<input checked="" type="checkbox"/>	1	0.5		0.5	1+2
TOTAL MUST					2592	2575.5	0	16.5	

SHOULD Deliver										
1	Investigate and set up LABV (if appropriate)		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		30			30	2
2	Investigate LDO Poole Port			<input checked="" type="checkbox"/>		5			5	2
3	Economic assessment of Council land and assets review		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		5			5	2
TOTAL SHOULD					40			40		

COULD Deliver										
1	Shop Front Grant Scheme (including grants up to 5k)				<input checked="" type="checkbox"/>	100			100	2
TOTAL COULD					100			100		

*Please note if no cost is entered that project is being delivered within existing resources. Projects in italics are proposed.

Summary:

	Classification	No. Projects	Total cost £000s	Funds allocated 2014/15 £000	Fund allocated 2015/16 £000	Funding required £000s 2015/16
S03	Must	8	2592	2575.5	0	16.5
	Should	3	40	0	0	40
	Could	1	100	0	0	100
	Total	12	2732	2575.5	0	156.5

The table above is a summary of the projects within the Action Plan that would deliver Strategic Objective 3. This shows there are 12 projects, costing a total of £2732, of which £2575.5k has been allocated in 2014/15. To deliver all the 'Must' projects a further £16.5k is required in the 2015/16 financial year.

Summary of all Strategic Objectives:

	Classification	No. Projects	Total cost £000s	Funds allocated 2014/15 £000	Fund allocated 2015/16 £000	Funding required 2015/16 £000s
SO1	Must	16	261	98	53	110
	Should	5	65	0	0	65
SO2	Must	9	357	247	30	80
	Should	2	60	0	0	60
SO3	Must	8	2592	2575.5	0	16.5
	Should	3	40	0	0	40
	Could	1	100	0	0	100
Total		44	3475	2920.5	83	471.5

Total Essential/Musts

	Classification	No. Projects	Total cost £000s	Funds allocated 2014/15 £000	Fund allocated 2015/16 £000	Funding required 2015/16 £000s
SO1	Must	16	261	98	53	110
SO2	Must	9	357	247	30	80
SO3	Must	8	2592	2575.5	0	16.5
Total		33	3210	2920.5	83	206.5

The tables above are a summary of all the projects within the Action Plan that would deliver all the Strategic Objectives. These show there are 44 projects in total of which 33 are essential (Must be delivered). The essential projects cost a total of £3210k, of which £2920.5k has been allocated in 2014/15 and £83k allocated in 2015/16. To deliver all the 'Must' projects a further £206.5k is required in 2015/16.

As part of the planning application for the redevelopment of the Old Orchard site Section 106 contributions were received to offset the loss of the previous employment land. These Section 106 contributions must be used to create employment. As such, the S106 monies could be used to partly fund the proposed business incubator in Strategic Objective 1. If £75k of S106 monies were used this would reduce the amount required to deliver all the essential (Must) projects to £131.5k.

Conclusion

As highlighted in the introduction, this strategy sets out the Council's commitment, as an enabler of growth, to deliver the right conditions and infrastructure for businesses to thrive in Poole, by working in close partnership with the public, voluntary and private sectors and in particular the Dorset Local Enterprise Partnership (LEP), whose programme of work the Council is aligned with and is set to both benefit from and contribute to. By working together the Council can combine its capacity and capability to provide the growth needed for Poole.

The strategy sets out a clear way ahead and highlights the key areas of focus for Poole – stimulating business, enterprise and innovation; supporting employment, education and skills; facilitating the delivery of infrastructure, transport, housing and key sites. In considering all of this the Council must ensure that Poole as a place is developed for the benefit of its people. There is much that needs to be done and it will take time, and a flexible approach, to generate the results that the Council seeks. The impact of all the work outlined in this strategy will be substantial. To ensure the EDS and Action Plan deliver the economic growth required by the BoP a number of targets have been identified which will be monitored throughout until 2020.

Measure/outcomes	Baseline date	Baseline Poole	Baseline Bournemouth	Baseline UK	Target Outcome 2020
Gross Value Added (GVA) per resident	2012	£20,537	£20,537	£21,674	Above UK
Median full-time hourly rate of pay	2013	£11.87	£12.33	£13.08	Above UK
Business start-ups	2012	10.20%	12.30%	11.50%	Above UK
3 year Business Survival rate	2012	67.10%	63.30%	62.90%	70.00%
Economic Activity rate 16-64yrs	Apr 13-Mar 14	80.9%	76.0%	77.40%	85%
Jobseekers Allowance claimants 16-64yrs	May-14	1.40%	2.10%	2.60%	<1%
Not in Employment, Education or Training	Dec-13			5.3%	At or below UK average
% of population with NVQ4+ (degree, HND)	Jan-Dec 2013	32%	32.80%	35.10%	Above UK
% of residents with NVQ2 5+ GCSEs (A-C)	Jan-Dec 2013	73.20%	76.30%	72.50%	Maintain above UK
Increase in employment in 5 key sectors	N/A	various			2%
House price affordability	2013	9.34x	8.07x	6.59x	8.5x

The EDS and associated Action Plan highlight many initiatives, the inputs/outputs associated with them, and in some cases the funding required to make them possible. There are numerous interwoven strands of activity, interdependencies and when cross-referencing them the entire resultant matrix is extremely complicated. This is unsurprising given the scale and importance of all the individual issues involved and their combined impact. If/when they are all delivered, there will be a tidal wave of economic benefit created for the Borough of Poole.

Because there is so much interdependence between the various issues referred to in this EDS, there are also risks if they cannot be joined up, as any failure to do so could create a negative 'domino effect'. The good news is that although there will be areas where the timing, scale or impact of any particular initiative needs to be adjusted, such changes can be accommodated due to the flexibility afforded by the EDS.

However, the risks associated with failure to act or deliver, or indeed the risks associated with doing nothing, are real and could have serious impact. Failure to join up and coordinate all the differing strands of the EDS could result in reputational damage, duplication, efficiency loss or failure to leverage available support via partners. Failure to work in partnership or indeed to develop credibility and a professional reputation as a result could result in loss of opportunity and loss of financial support, which could be substantial given the potential advantages offered by the £85m+ ESIF and £66.3m SEP monies possibly available (plus 4 further rounds of Local Growth Deal money). Failure to access such funding and act on and deliver the key strategic objectives could result in problems for business, employees and residents in the Borough. Failure to support and help these 3 critical constituent groups could result in political, economic and social problems.

The 3 key strategic objectives outlined in the EDS, stimulating business enterprise and innovation; supporting employment education and skills; facilitating the delivery of infrastructure transport, housing and key sites, are critical for the Borough and their delivery really matters. They are not 'nice to have' initiatives or activities which can be viewed as 'optional'. Without delivery of the plans outlined and access to associated investment, there is a danger that business will choose elsewhere to locate, residents will not have the skills to secure high skilled and high paid employment, deprived areas will continue to decline and graduates and others will choose to locate in areas with more affordable housing.

Successful delivery of this EDS really matters and gives Poole the chance to embark on an economic growth journey which can lead residents, employees and businesses in the Borough to the destination all seek – continued economic prosperity.

Poole cannot rely on the LEP alone to deliver the economic growth it requires. Whilst the infrastructure improvements around the Port of Poole (through the SEP) are very much welcomed, a number of projects were proposed in the LEP's Strategic Economic Plan (SEP), which did not receive funding in July 2014. Whilst the remaining projects may still receive funding in future years, Poole cannot rely on the LEP (and the SEP) alone to deliver economic growth in Poole.

To deliver the essential actions in 2015/16 will cost a total of £289.5k of which £83k has already been found. Therefore to achieve our aims and objectives we need a further £206.5k. £75k is proposed from the Old Orchard S106 so we are we need to find a further £131.5k which could be found from many sources.

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Appendix 1 – Poole Projects

Projects

Details

SO1 – Stimulating business, enterprise and innovation

Supporting/signposting to Dornen, WSX Enterprise and Growth Hub

The Council will continue to support local businesses by providing direct business support and signposting businesses to Dornen, WSX Enterprise and the Growth Hub for IAG around starting up, growing, increasing exports, skills and training and funding.

Support applications from Poole businesses to DLEP for Growing Places Fund

The Council will continue to support Poole businesses with their applications to the Growing Places Fund. Past successes include BCHA, Field International and the Council.

European Maritime Day

The Borough of Poole has successfully bid to host this event which centres around a Maritime Conference that brings together experts and stakeholders from all different maritime sectors including shipbuilding, shipping, ports, fisheries, offshore energy, environment, tourism and heritage to address the major challenges they face. Economic growth, climate change, sustainable energy and environmental pressures on the coasts and seas are all topical issues that may be raised.

Research into barriers to recruitment in HSC Sector and raising its profile

The Council will commission a piece of work from students at the university into the barriers to working in the Health and Social Care (HSC) sector. To raise the profile of the sector the Council will continue to support the 'I Care... ' Sector Ambassadors in their work with schools, colleges and universities to raise the profile of the sector and raise awareness of the different career options and career progression in HSC. Funded taster courses, work placements and DBS checks will be provided as part of this project and an event will be organised. Teachers in schools will also receive training about the sector.

Nurture relationships between universities, colleges and businesses (promote R&D)

This project will bring together businesses and the universities for joint working and innovation. This project will include a marketing campaign to raise businesses' awareness of the facilities that the universities have to offer and to encourage joint working.

Partnership work UKTI and Regeneration Investment Organisation (RIO) to attract II and promote exports

The Council will continue to work in partnership with UKTI and RIO to raise awareness of potential sites in Poole and to attract inward investment. The Council will also work with business and UKTI to increase exports.

Inward investment and property pilot

See p17-p17

Greening Poole's Businesses (Green PEA)

The Council's Green PEA (Positive Environmental Action) is a voluntary certification scheme designed to encourage Poole-based organisations to think about their carbon emissions and then undertake activities in line with expert recommendations.

Promoting Green innovation

The Council has successfully bid to partner in 'LoToNo' which is a two year EU-funded project that takes place in Dorset, Hampshire and south-east France to develop innovation in the field of low carbon industries. Local and international small and medium enterprises (SMEs) are given the opportunity to take part in 'Innovation Labs' and 'Supply Chain Bootcamps', where SMEs, universities, business support organisations and designers work in collaboration to create new business ventures.

Continued engagement and joint working with Dorset LEP, CVS, Chambers and partners

The Council will continue to work in partnership with these key organisations bringing economic growth to the Borough of Poole and supporting Poole Council for the Voluntary service.

Critical businesses engaged regularly

The Council will build on its strong relationships with the critical businesses in the borough through regular meetings and engagement.

Increased innovation through working with organisations involved with innovation and innovation vouchers and feasibility study for innovation centre

This project will involve working closely with businesses and Bournemouth University to provide businesses with innovations vouchers and support with innovation. A feasibility study for a new innovation centre is also proposed.

BU visitor economy/tourism offer research

The Council will commission a research project from Bournemouth University to study Poole's current tourism offer and USP and to ascertain whether this is right for the current and future of tourism in the South/West and UK. This will also study what Poole can do to promote tourism in the lead up to European Maritime Day and to ensure its legacy.

Nurture relationships between business schools and key sectors to provide leadership skills

The LEA has identified that some of the key sectors lack management skills to help them grow (especially Advanced Engineering and Advanced manufacturing). This project would bring together business schools and businesses.

Continued business breakfasts

The Council will continue to provide businesses breakfasts, which bring together key businesses across Poole and Bournemouth to provide updates and networking.

Investigate Business Incubator in Poole Town Centre focussed on key sectors

This project would be a feasibility study for a new business start-up centre in Poole town centre to help residents and fledgling businesses start-up and grow. This would include subsidised accommodation and business support including dedicated training courses/skills. This would be focussed on the key sectors.

Encourage and support creation of social enterprises

This project would involve continued joint working and support to new and existing social enterprises.

Poole specific inward investment study

Poole Council is part of the 'Invest in Dorset' team. However, this project would look at a specifically Poole based inward investment strategy building on Poole's strengths.

Maintain a local investor network

This project will involve engaging will successful local entrepreneurs to encourage investment and new projects in the borough.

Create and maintain critical business support brochure

This project will create a new brochure including information around the strengths of Poole including its skills, sectors and clusters, transport, key regeneration sites, access to markets, existing businesses, potential funding opportunities and the LEP.

Small business grant fund

This project would set up a grant for small businesses to help with equipment they need to start-up. It is hoped that this project would receive match funding from the private sector and/or ESIF.

SO2 – Supporting employment, education and skills**Identify and facilitate resolution of skills shortage and skills gaps**

This project would involve working in partnership with the key sectors (other than HSC which is part of another project) to identify the skills gaps and shortage and to develop projects and initiatives to address these.

Identify project to reduce the number of ESA claimants through employment

This project is 'Tomorrow's People' which employs a careers advisor to work closely with GPs and their patients to address barriers to returning to work.

Focus on employability skills in deprived areas and encourage businesses to engage in these areas

This project will specifically target residents in deprived areas of the borough (as indicated by the Index of Multiple Deprivation) to assist with employability skills and employment.

Promote Jobs Clubs

This project will help support Job Clubs and raise their profile. Jobs Clubs help unemployed residents find work together as part of a club, which residents voluntarily attend. There are currently jobs clubs in Rossmore Library, Poole Library, Upton. A Jobs Club in Hamworthy will open in summer 2014.

Employability projects to help students gain employability skills

This programme comprises a number of projects including: One community to provide 2 schools in Poole (£10k each) the opportunity to run a community programme. Young carers - 3 days residential courses providing a targeted approach to life and employability skills by building confidence and self esteem. 'Employability project' - aimed at reaching over 150 young people, utilising 25 business mentors and providing employability skills. £52.91 project initiative amongst young people focused on the cost of living with £52.91 being the amount received as unemployment benefit. Youth in the community project - encourage young people to take active role in their Communities, grant available to schools, youth centres/projects voluntary and uniformed organisations.

Centre of Excellence in Industrial Liaison (CEIL) is a working environment that enables students to experience and develop professional skills at first hand. A CEIL centre is designed to bridge the gap between education and employment, preparing students for the working environment facilitating independence, self-evaluation and initiative.

Host Dorset Skills Hub

The Borough of Poole will host the Dorset Skills Hub, which will be a one-stop shop to signpost the people of Dorset and employers to potential training solutions in the County. It will also have a physical presence where the 2 employed posts will visit businesses and schools to promote the benefits of skills (working alongside sector ambassadors and Apprentices Mean Business) and a skills awareness campaign.

Brighter Futures BoP Apprenticeship and Traineeship scheme

This project demonstrates the Council's commitment to increase the range of apprenticeships and traineeships available for young people, with a specific focus upon skill shortages, disadvantaged young people, potentially including care leavers, and those not in education, employment or training (NEET). The target is to bring 16 traineeships and 12 apprenticeships into the Council.

Use Council's supply chain to encourage apprenticeships and work placements

This project will involve setting out an obligation for the councils supply chain to provide apprenticeship, traineeships and work placements.

Poole Skills Match event – bringing local businesses and schools together to shape local skills delivery.

This project is a one day event bringing businesses from all 9 identified sectors (not just 5 key sectors) and schools and colleges together to discuss current and future training needs and to shape future skills delivery.

Produce work experience best practice charter and promote its delivery

This project would create a charter, which businesses would sign up to when providing work experience. This would ensure that the work experience benefits the person undertaking the placement (and business). This will be a pack with guidance and templates to complete to log the lessons learned during the placement.

Decisions? Decisions! update

This project would refresh the successful Decisions? Decisions! careers advice brochure that is provided to schools. This will include the printing,

design and distribution.

SO3 – Facilitating the delivery of infrastructure, transport, housing and key sites

Provide match funding for infrastructure improvements to port of Poole

The Council will contribute c£2.3mill to part fund the infrastructure required to open up the port regeneration sites.

BDUK Broadband match from BT and represent BoP in Dorset roll out

The council will pay £227k for infrastructure to ensure that Poole receives coverage of superfast broadband in the areas that BT were not committed to delivering superfast broadband.

Training and promotion of benefits of broadband to businesses

This project would be an event and promotion of the benefits of superfast broadband following the end of the funded programme in March 2015.

Provide input to major planning applications and planning policy to ensure economic considerations are included

This is an ongoing project to ensure that all planning policy and major applications consider and take account of their economic implications.

Town Centre North Delivery Plan around Natwest

This project will involve the Council investigating the potential redevelopment of the former Natwest building and surrounding area for other uses.

Supporting Retail project

This project will support the retail sector by bringing empty retail units back into occupation with new business ventures, promoting business rate relief to eligible businesses and supporting a feasibility study into a Business Improvement District in Poole Town Centre.

Top of the Shops and follow up TNA

The top of the shops project is an award event to recognise excellence in customer service, retail skills, visual merchandising and digital marketing. Following the project training needs assessments (TNAs) will be carried out

Independents day

On 4th July 2014 this project urged shoppers to buy at least one item from a local business. The project aims to celebrate the value of independent businesses to the economy. The event also offers a package of support to help small businesses develop their skills.

Investigate Local Asset Backed Vehicles (LABV)

The Council will consider the use of LABV to use its assets to provide housing and other uses.

Investigate LDO Port of Poole

This project will investigate a Local Development Order in the Port of Poole to allow a greater diversity of uses without the requirement of planning permission to attract new businesses to the port.

Council land asset review

This review would be carried out the by Council's Financial Services Corporate Estates Team. The review will investigate ways of making the most of the Council's property portfolio and would include sites for disposal/redevelopment and possible sites for purchase. This would be part of the Corporate Property Asset Management Strategy (CPAMS) and would tie in with the borough's emerging Corporate Property Investment Strategy.

Shop front grant scheme

This project would provide shop owners with grants to carry out shop front improvements to improve the vitality and viability of shopping centres.

Appendix 2 – LEP Projects Benefitting Poole

Projects and priority ranking	Details
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Port of Poole (1)	This project will deliver the required infrastructure (road and rail) for new office, retail and residential uses in the port accelerating 11,500 jobs, 2,500 homes, £211m of new GVA/yr, and boosting tourism and other economic benefits. This will also relieve the pressure on the port capacity and provide the maintenance facilities for proposed renewable energy schemes (Navitus Bay).
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Bournemouth Airport (2)	This project will provide the required infrastructure to relieve the weaknesses in adjacent road transportation networks around the airport. This will also open up scarce land for high quality, well connected business premises in a strategically important business park of approximately 59 ha with the capacity to create 13,100 jobs
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Orthopaedic Development and Innovation Cluster (ODIAC) (3)	This project will aim to generate up to 500 new jobs in the industry, raise money, and provide a framework where partners benefit from working together in an orthopaedic cluster.
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Joint Universities Business Campus (4)	This project will unlock the 15 ha Talbot campus for business use by the Bournemouth University and the Arts University Bournemouth (both located in Poole) which are the UKs leading creative/digital universities. This will create 2600 new jobs, £49m of new GVA and make space for 280 new start-ups. This project also aims to attract Foreign Direct Investment (FDI) and an international high-tech digital industries tenant for the site.
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Silicon South (5)	This project will harness the talent in Creative Industries in Poole and Bournemouth through developing and launching an international marketing campaign, securing investment for incubation for local entrepreneurs, helping mid-size businesses double in size, establishing a
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global VFX hub, carrying out a feasibility study for a major eco-friendly film production facility ensuring the sector has access to the skills it requires. This will create 7,500 new jobs and £131m of new GVA and 900 new start-ups.

Further Education Capital Improvements (11) This will deliver FE capital improvements to drive the skills agenda. Improvements will be across the 3 colleges in Dorset: Bournemouth and Poole College; Kingston Maurwood and Weymouth College. In Bournemouth and Poole College the funding would be used for the refurbishment of the financial and business services, for new engineering and advanced manufacturing facilities and for facilities for land enterprise and employment.

Dorset LEP Skills & Employability Strategy (12) This c£40m project will deliver the LEPs 'Talented' strategic theme through its Employment and Skills Board. 8 projects are proposed of which 3 will be focussed on skills and delivering qualifications and the other 5 will be employment projects.

- Workforce Development Programme – targeting Creative Digital, HSC and Advanced Manufacturing and Engineering
- Skills Programme – for residents with no and low qualifications
- Brokerage programme – bringing employers and education and training providers together
- Skills capital – renewal, modernisation and rationalisation of education and skills infrastructure
- Delete the NEET – Support all NEETs into EET
- Labour Market and Careers Advice – programme of real time labour market information
- Access to Jobs – a job shops
- Health, Disability and Work – Support these and long-tem unemployed into employment
- Innovations Fund – a series of match funded grants to help those with health issues into employment

The key results of this project will be reducing NEETs in Dorset to zero, creating 1750 new apprenticeships, reducing long-term unemployment by 15%, moving 530 unemployed people into employment and upskilling 7625 people.

All Local Sustainable Transport Fund (LSTF) (13) The 3 Towns Travel Choices Joint BID is 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 choice towards 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.

Living Labs for Wellness, This project will build on the existing Living Labs which is a business incubator focussed on the health, social care and wellness sectors which was launched in 2014. This project will link

Social and Healthcare (21) public and private partners to support competitive development and skills growth in the social care and wellness sector. The lab will attract entrepreneurial talent to the region and the conjunction of skills, talent and investment will contribute to the fast growth of the local economy in this sector.

Lansdowne Business and Enterprise Quarter (22) 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. There is already an existing concentration of financial services business and digital and creative businesses in the Lansdowne area. This project will include the production of high level master plan/vision document; Purchase of key sites; Improvements to lighting and street furniture; Improvements to the route between the train station and the Lansdowne; Relocation of major employer from outside of the region onto the Lansdowne within the first four years (by 2019). This would create 4500 jobs, £82m of new GVA per annum, 250 new homes, 95 individuals trained and 1590 new start-ups

Dorset Co-investment Fund (35) This will create a £65m match co-investment fund for qualifying businesses based in Dorset. The fund will focus on the priority areas of healthcare, creative industries and 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.

Explora Science, Technology and Educational Facility for Dorset (36) This project will help complete the fit out of the Poole Quay based science technology and education facility for Dorset. The discovery centre will provide interactive exhibits, workshops and activities to engage with and inspire people with a love of science. This would create 100 jobs and £2m of new GVA per annum.

Integrated Business Incubation and Social Interaction Hub (37) This project will bring together sports development, education and business development. The project proposes a multipurpose community sports stadium with integral business incubation hub and community learning facility. This would be located in Poole and would create 600 jobs, £12m of new GVA per annum and 210 new business start-ups.

Growth Hub See appendix 3
(38)

Unlocking Potential Fund This project will accelerate the development of over 6,000 homes. These funds are aimed at meeting the up-front infrastructure and site condition costs faced on specific sites 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.
(39)

Dorset Maritime Sector Growth This project will address the consolidation, development and growth of the maritime sector through group capacity building and sector promotion, supporting individual businesses with their productivity and performance, support to develop premises and infrastructure, support to develop a skilled workforce and support to develop port-centric sector clusters.
(47)

Broadband Development This project will deliver superfast broadband across the whole of Dorset and to provide intensive business support to exploit this technology.
(48)

Dorset Proposition Inward Investment This project will recruit and develop a team of volunteer business ambassadors to represent local (and national) priority sectors for inward investment, generating foreign and direct investment. The focus will be on attracting advanced engineering, creative industries, and food and drink sectors. This would result in 9 new startups.
(49)

Rail Schemes and Rail Studies (50 and 51) The projects would deliver service improvements to Dorset’s rail systems.

Appendix 3 – Private Sector projects benefitting Poole

Project	Details
Dorset Growth Hub	The Dorset Growth Hub is a “one stop shop “– with a web portal, online advice and business navigators to help Dorset businesses identify and access relevant support. The Hub will provide a business growth programme with specialist advisors to assist businesses in key sectors that are looking to grow through inception, investment, innovation and internationalisation. The Hub will also award grants and vouchers to businesses demonstrating growth potential
Driving Urban Enterprise (DUET) Project	The programme will deliver a menu of start-up and growth activities resulting in approximately 100 new enterprises being created in the deprived urban areas of Poole, Weymouth & Portland and Bournemouth, boosting skills and confidence and creating 50 long term jobs by 2015
Poole Chamber of Trade and Commerce Support	The Poole Chamber of Trade & Commerce is committed to providing local businesses with practical and relevant support. The Chamber provides a platform for businesses to engage, providing the opportunity for local businesses to network, and, give local businesses a strong voice in the community. They strive on their ability to provide dedicated support to businesses and individuals who want to improve, and hope to play an important role in encouraging and shaping the future economic prosperity of the local community.
Dorset Chamber of Commerce and Industry	The Dorset Chamber represents businesses of all sizes and sectors from across the County of Dorset and beyond delivering services, business information and advice. They support businesses throughout their lifecycle from start-up, development, and growth and beyond. Dorset Chamber delivers around 90 events and training courses every year and strives to give all its Members the opportunity to learn, meet new contacts and promote their business through networking or sponsorship opportunities

Serco Skills Support

Skills Support for the Workforce is a project co-funded by the European Social Fund and the Skills Funding Agency which aims to develop the skills of employees within small and medium-sized businesses in Dorset. Working in partnership with Dorset Local Enterprise Partnership (LEP) and local training providers, Serco is responding to local skills needs in the following priority sectors: Tourism; Engineering; Food and Drink; Health and Social Care; Environmental; Creative Industries and Finance and Banking

Dormen

Dorset mentoring (Dormen) is Dorset's bespoke business mentoring service. It is a confidential service provided by volunteers who are drawn from experienced members of the business community and the professions. Dormen recruits experienced business and professional people as volunteers to help small developing businesses by providing a mentoring service to them.

Appendix 4 – Economic Drivers

National Economic Drivers

The key drivers having a direct impact on economic development in the Borough include:

Local Enterprise Partnerships

LEPs are a Government created initiative that act as the sub-national coordinating body for economic development. They bring business and civic leaders together to drive sustainable growth and create the right conditions for private sector job creation.

The government has allocated £2bn per annum over 5 years for LEP managed Growth Deals, which will be a partnership between the Government and LEPs to stimulate growth, all negotiated on the basis of the LEP's Strategic Economic Plan (SEP)⁶⁹.

The LEP will need to draw on a range of resources to fund the priorities identified in the SEP.

The Council's relationship with the LEP is a critical dynamic and both organisations must continue to work together. There are however other key drivers at national level including:

Devolution of Powers

In November 2011 the Localism Act became law and powers over planning and housing were devolved from central government to councils and neighbourhoods. The Act created opportunities for communities to bid for community buildings they value and to bid to run local authority services where they believe they can provide a better service.

In April 2013 further structural changes took place enabling greater devolution of powers. These included 'business rate retention' where the Government has given local authorities the power to keep a proportion of the business rate growth in their area. This is to encourage local authorities to actively

⁶⁹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/224776/13-1056-growth-deals-initial-guidance-for-local-enterprise-partnerships.pdf

encourage development in their areas. Poole's business rate retention is very low – the Borough only retains 25% of any growth.

The government has also introduced additional mechanisms to support economic growth including the New Homes Bonus, which incentivises local authorities to increase the amount of housing.

These measures are valuable to Poole and work is underway to leverage opportunities.

Welfare Reforms and Welfare to Work Programmes

The Work Programme provides support, work experience and training to help people find and retain employment. Benefit claimants join the Work Programme at different stages dependent on their age, length of unemployment and type of benefit.

Work Programme providers play a key part in working with the Department for Work and Pensions (DWP) and Jobcentre Plus to help promote the support available through the 'Youth Contract' to local employers and to identify suitable employment opportunities for participants. Working Links and Prospects Services are the two organisations that deliver the Work Programme in Poole.

Universal Credit (UC)

Universal Credit is a new benefit that has begun to replace six existing benefits with a single monthly payment. Universal Credit will help claimants to be better off if they work, start a new job or work more hours. Universal Credit will be fully rolled out in 2016.⁷⁰

New Enterprise Allowance

The New Enterprise Allowance was introduced in 2011. This provides money and support to help people on benefits start a business. Approved claimants can receive a weekly allowance worth up to £1,274 over 26 weeks and a loan to help with start-up costs.⁷¹ This is important to Poole because it can help those who are on benefits to start businesses.

The National Planning Policy Framework

The National Planning Policy Framework (NPPF) was published on 27 March 2012. The NPPF replaced all previous Planning Policy Statements and some planning guidance. The framework acts as guidance for

⁷⁰ <https://www.gov.uk/universal-credit/overview>

⁷¹ <https://www.gov.uk/new-enterprise-allowance>

local planning authorities and decision-takers, both in drawing up plans and making decisions about planning applications.

The NPPF outlines the Government's commitment to "securing economic growth in order to create jobs and prosperity" through the planning system⁷². The NPPF can help drive and support sustainable economic development as Poole delivers the homes, business and industrial units, infrastructure and thriving local places needed.

Community Infrastructure Levy (CIL)

The Community Infrastructure Levy was introduced on 6 April 2010 and is a planning charge, introduced by the Planning Act 2008 as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area. Development is liable for a charge under the Community Infrastructure Levy (CIL).⁷³ The Borough has used CIL to partly fund the Twin Sails Bridge. Once this has been paid off the CIL will be used to fund the new infrastructure projects needed as our communities develop.

Raising the Participation Age (RPA)

The Government has increased the age to which all young people in England must continue in education or training. This will require young people to continue until the end of the academic year in which they turn 17 (from 2013) and until their 18th birthday from 2015. RPA does not mean young people must stay in school, but it offers younger residents in Poole the choice between a range of options including full time education and apprenticeships⁷⁴.

Apprenticeships

Anyone in England can apply for an apprenticeship if they are 16 or over, not in full-time education and eligible to work in England. Apprenticeships take between one and four years to complete depending on their level and combine practical training in a job with study. An apprentice studies towards a related qualification (usually one day a week) and gets paid at the same time. There are three levels of apprenticeships in England and apprenticeships can be used to progress onto further courses. In Poole there were 1460 apprenticeships in 2012-13. This important way of working and learning in Poole saw

⁷² <https://www.gov.uk/government/publications/national-planning-policy-framework--2>

⁷³ <http://www.planningportal.gov.uk/planning/applications/howtoapply/whattosubmit/cil>

⁷⁴ <http://www.education.gov.uk/childrenandyoungpeople/youngpeople/participation/rpa>

the highest proportion of apprentices involved in health, accommodation and food services and manufacturing.

Regional Economic Drivers

The key regional economic drivers are as follows:

Dorset Local Enterprise Partnership (LEP):

See p11

Regional Growth Fund (RGF)

RGF programmes are run by local or national organisations that have been awarded RGF funds to offer grants and/or loans to small and medium sized enterprises (SMEs). Dorset was awarded £1.2m to create the Business Growth Hub, which will be a 'one stop shop' to support growth through investment, innovation and internationalisation. Businesses in Poole can also seek financial support via funding secured from the Growth Hub.

Growing Place Fund (GPF)

GPF is an allocation of £500m nationally to address infrastructure constraints, and promote economic growth and the delivery of jobs and houses. The GPF has allocated £9.4m to Dorset to invest in infrastructure to help stimulate jobs and housing. From this fund Field International obtained £2.3m, the Council successfully bid for Hamworthy Bridge (£0.7m) and BCHA bid for a social enterprise Centre of Excellence in the old Remploy site in Poole (0.8m). These will cumulatively create or safeguard over 300 local jobs. At least another £4-5m of projects are in the pipeline for RGF and Growing Places.

Dorset Skills Plan 2014-2015

The LEP has created the Dorset Skills Plan to achieve the aims of the 'Talented' Dorset strand of the LEPs vision for growth. In developing the plan, input was provided by employers, Further Education colleges, universities, training providers, local authorities, Work Programme contractors and other stakeholders working in the skills and training arena in Dorset.

Stakeholders have given their views on the skills needs of the county, the sufficiency of the current system to meet those needs and the actions that are needed to address any imbalances. The skills plan

has reviewed a wealth of existing analysis about Dorset's economy, including the latest forecasts for employment change at sector level.

The skills plan has identified that key areas for focus should include improving labour market information; promoting skills to enable economic prosperity; unlocking enterprise and employment growth; advising and supporting the future workforce; supporting the current workforce; and supporting the unemployed workforce. The Council is fully committed to supporting the skills plan and to working with partners involved in relevant initiatives.

Further Education (FE) Capital Investment

The FE College Capital Investment Strategy outlines the Government's capital investment plans. The SEP includes a recommendation for Skills Capital Investment Funding to be allocated to a number of FE projects. In Poole improvements are proposed to Bournemouth and Poole College involving a 3102m² refurbishment, bringing inoperable estate back into use, reducing running costs and improving access for learners with learning difficulties and/or disabilities. Other projects are proposed to Weymouth and Kingston Maurward Colleges.

Dorset Local Transport Body (DLTB)

The LEP, as part of the 'Connected' theme, has formed the DLTB, which will be responsible for managing the devolved funding for a local major transport scheme in the LEP region. A fund of £12.2m has been allocated to the DLTB for 2015-2019. The DLTB has created a shortlist of the prioritised schemes it would like to be taken forward including the A338 Major maintenance scheme; Poole Bridge Approach Spans; Bournemouth Airport Access Package; North Bournemouth Quality Bus Corridor; Completion of the Townside Access to Port of Poole; and the Wallisdown to Bournemouth Quality Bus corridor.

Local Economic Drivers

The key local drivers are:

Poole Strategic Market Housing Assessments (SMHA) Update 2012

The SMHA covers the Bournemouth and Poole Housing Market Area. The report provides estimates of housing need and demand, and expresses an understanding of the current housing market. The report's main findings are that there is a significant need for additional affordable housing, and that it is the

private rented sector that currently 'plugs the gap' where there is a shortage of social rented housing. The Poole SMHA shows that there is a need to provide 1710 additional units of affordable housing a year to meet requirements.

Poole Sustainable Communities Plan

'Harbouring a lifetime of opportunity' is Poole's Sustainable Community Strategy for 2010 to 2026. The strategy identifies seven themes that contribute to quality of life for local people: strong and active communities; a successful economy and revitalised town centre; a world class environment; a place that is safe and feels safe; a great place to grow up; independent and active later in life; and health and well-being for everyone. Poole's 'big 3' aims are: closing the gap on inequalities; listening and working together; and making Poole greener.

Poole Masterplan – Poole's Investment Opportunities

The Poole Masterplan sets out the major changes proposed for the central area of Poole that will significantly enhance the area and the retail, leisure and cultural offer over the next ten to fifteen years. The Masterplan also identifies where proposed housing will be located. Particular developments include the Twin Sails Bridge (completed), the Hamworthy Power Station site and the Town Centre.

Poole Harbour Commissioners Draft Master Plan

The Port Master Plan explains that the Port's mainstay of ferry volumes along the western Channel has reduced in recent years and there appears to be little prospect of a return to the previous passenger and freight volumes. The port needs to explore diversification into other commercial sectors if it is to remain successful and sustainable in years to come and there are several options under consideration.

Appendix 5 – Standard Industry Classification (SIC) Codes

Advanced engineering	Advanced Manufacturing
SIC 2007 division (2 digit)	SIC 2007 division (2 digit)
26: Manufacture of computer, electronic and optical products	26: Manufacture of computer, electronic and optical products
27: Manufacture of electrical equipment	27: Manufacture of electrical equipment
28: Manufacture of machinery and equipment i.e.	28: Manufacture of machinery and equipment i.e.
29: Manufacture of motor vehicles, trailers and semi-trailers	29: Manufacture of motor vehicles, trailers and semi-trailers
30: Manufacture of other transport equipment	30: Manufacture of other transport equipment
SIC 2007 class (4 digit)	SIC 2007 group (3 digit)
3313: Repair of electronic and optical equipment	325: Manufacture of medical and dental instruments and supplies
3316: Repair and maintenance of aircraft and spacecraft	SIC 2007 class (4 digit)
7112: Engineering activities and related technical consultancy	3313: Repair of electronic and optical equipment
SIC 2007 group (3 digit)	3316: Repair and maintenance of aircraft and spacecraft
325: Manufacture of medical and dental instruments and supplies	
712: Technical testing and analysis	Human health & social work
721: Research and experimental development on natural sciences and engineering	SIC 2007 division (2 digit)
	86: Human health activities
Creative Industries	87: Residential care activities
SIC 2007 class (4 digit)	88: Social work activities without accommodation
7021: Public relations and communication activities	
7311: Advertising agencies	Finance & insurance
7312: Media representation	From broad sectors
7111: Architectural activities	
3212: Manufacture of jewellery and related articles	
6010: Radio broadcasting	
6020: Television programming and broadcasting activities	
7410: Specialised design activities	
7420: Photographic activities	
7430: Translation and interpretation activities	
6201: Computer programming activities	
6202: Computer consultancy activities	
9101: Library and archive activities	
9102: Museum activities	
5911: Motion picture, video and television programme production activities	
5912: Motion picture, video and television programme post-production activities	
5913: Motion picture, video and television programme distribution activities	

5914: Motion picture projection activities	
5920: Sound recording and music publishing activities	
8552: Cultural education	
9001: Performing arts	
9002: Support activities to performing arts	
9003: Artistic creation	
9004: Operation of arts facilities	
5811: Book publishing	
5812: Publishing of directories and mailing lists	
5813: Publishing of newspapers	
5814: Publishing of journals and periodicals	
5819: Other publishing activities	
5821: Publishing of computer games	
5829: Other software publishing	

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Appendix 6 – Strengths, Weakness, Opportunities and Threats (SWOT analysis)

Strengths/ Opportunities

Stimulating businesses, enterprise and innovation

- High GVA
- High levels business formation
- High business survival rates
- High employment rate
- High number SMEs
- Strong partnerships
- High quality of life and natural environments to attract business
- Advanced Manufacturing, Creative Industries, Finance, Health and Social Care, EGS
- Aeronautical in Bournemouth and Poole
- Navitus Bay wind farm
- Diverse sectors & ‘brand companies’
- Ageing population - Grey pound
- Port

Supporting employment, education and skills

- Good GCSE performance
- HE/FE/schools results
- High skills levels for growth sectors
- STEM focus at college/universities
- Welfare Reforms

Facilitating the delivery of infrastructure, transport, housing and key sites

- Regeneration sites including Port and Hamworthy and the Town Centre
- Broadband rollout

Weaknesses/Threats

Stimulating businesses, enterprise and innovation

- High number SMEs
- Hard to fill vacancies (esp in care)
- Skills gaps
- Competition for inward investment
- Retail sector decline
- Loss of public sector spending

Supporting employment, education and skills

- Ageing population
- Continuing contraction of public sector and redundancies leading to loss of skills
- Low proportion of NVQ4 skills
- Low wages
- NEETs
- ESA claimants
- Low number managers and higher occupations
- Skills gaps
- Business unwilling to invest in skills
- Pockets of deprivation
- Shortage of apprenticeships

Facilitating the delivery of infrastructure transport, housing and key sites

- Land constraints
- Poor infrastructure
- Affordable housing

Appendix 7 – Key Issues

Summary of Key Issues and projects to deliver strategic economic objective priorities. Projects in italics are proposed

SO1 – Stimulating business, enterprise and innovation

Issue and Priority Area	Council response	LEP response	Other response
Support Existing Businesses Priority 1	Supporting retail project; Business Breakfasts; <i>Business incubator;</i> <i>Start-up pack;</i>	Growth Hub; <i>Dorset Proposition</i>	Dormen mentoring service; WSX Enterprise and Chamber Support
Encourage and Support Start-ups Priorities 1 + 5	Supporting retail project; Dorset Inward Investment; <i>Start-up pack; Business Incubation Hub;</i>	Dorset Growth Hub; <i>Dorset Co-Investment Fund;</i>	DUET (Driving Urban Enterprise); New Enterprise Allowance
Increase Exports Priority 3	Work with MAS, UKTI; Invest in Dorset	Dorset Growth Hub; <i>Dorset Proposition: Inward Investment;</i>	UKTI; Export Britain
Increase Inward Investment Priority 4	Invest in Dorset and Property Pilot		UKTI, MAS; Growth Hub; Chamber Support
Encourage Innovation Priority 2	<i>Promote innovation vouchers; Nurture relationships between businesses and unis/college; R&D project</i>	<i>Joint Universities</i>	<i>Universities R&D</i>

Recruitment Issues HSC Priority 4	BU research project; Raising profile project; Dorset Skills Hub; <i>Care village;</i>	<i>LEP skills</i>	Partners in Care, Care South, Skills for Care. I Care.. Ambassadors
Key Sector HSC (ageing population) Priority 2	<i>Poole Skills Match; Innovation panel; Care Village; Centre of excellence; R&D project</i>	<i>Living Labs; SEP Workforce Development Programme; ODIAC; Dorset Co-Investment Fund</i>	Care Innovation centre B+P college
Key Sector Advanced Engineering and Manufacturing Priority 2	European Maritime Week; Dorset Skills Hub; <i>Poole Skills Match; STEM Ambassadors; Promoting networking; R&D project; Business schools</i>	<i>Dorset Co-Investment Fund; Port of Poole; SEP Workforce Development Programme</i>	MAS
Key Sector Creative Industries Priority 2	Dorset Skills Hub; <i>Business schools</i>	<i>Silicon South; Joint Universities; Dorset Co-Investment; SEP Workforce Development Programme</i>	
Key Sector EGS Priority 2	Dorset Skills Hub; Green PEA; LoToNo; Green Deal and ECO; Navitus Bay; <i>R&D project</i>		STEM centre B+P college;

S02 – Supporting employment, education and skills

Issue and Priority Area	Council response	LEP response	Other response
Deprivation in Bourne Estate, Turlin Moor and Poole Town Centre Priority 4	Job Clubs; Brighter Futures; <i>Targeted skills support and business engagement</i>	<i>Skills Programme; Health, Disability and Work; Access to Jobs ; ESIF</i>	JCP, Work programme, DUET
Low Wages Priority 2	Attract high skilled employers and higher paid jobs in Poole; raise residents aspirations	<i>Workforce Development Programme;</i>	Schools, colleges and universities
ESA Claimants Priority 3	Tomorrow's People, Brighter Futures	<i>Health, Disability and Work; ESIF</i>	DUET
NEETs Priority 3,4	Brighter Futures, Supporting Retail; Decisions Decisions; Employing Young People	<i>Delete the NEET; ESIF</i>	DUET
Low Level 4 Qualifications Priority 2	Housing Strategy	<i>SEP Housing; ESIF</i>	Universities and colleges
Low Apprenticeships, Traineeships and Work Placements Priority 3	Brighter Futures;; <i>Procurement Pledge</i>	<i>SEP Skills; ESIF</i>	Dorset Skills Hub Schools, Colleges
Skills Gaps Priorities 1,2	<i>Poole Skills Match; Bringing Schools and</i>	<i>SEP Skills; ESIF</i>	Dorset Skills Hub, Schools, Colleges;

Businesses together

Lack Careers Advice Priority 2, 3, 5	Decisions Decisions, Employing Young People Employability projects; £	<i>Labour Market and Skills Guidance; ESIF</i>	Dorset Skills Hub, Care Ambassadors; Sector Ambassadors;
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SO3 – Facilitating the delivery of infrastructure, transport, housing and key sites

Issue	Council response	LEP response	Other response
Lack of Employment Land Priority 4	Twin Sails; Core Strategy		
Poor Connectivity Broadband Priority 2	£250k for improvements	<i>'Superfast Dorset'</i>	BT rollout
Poor Connectivity – Roads Priority 2	Transport strategy	<i>SEP</i>	
Poor Connectivity – Rail Priority 2	Transport strategy	<i>SEP</i>	
Struggling Retail Centres Priority 3	Supporting retail; Town Centre LDO		
Port of Poole Priorities 1,2,4	LDO; Port of Poole transport contribution	<i>Port of Poole</i>	<i>Harbour Commissioners Masterplan</i>

Appendix 8 – National Skills Priorities

- Student employment/progression
- Enterprise and Entrepreneurialism
- Maths and English
- Apprenticeships/traineeships
- Getting colleges/skills providers closer to businesses

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Appendix 9 – Acronyms and acknowledgements

Acronym	Full
AUB	Arts University Bournemouth
BIS	Department for Business, Innovation and Skills
BoP	Borough of Poole
BU	Bournemouth University
CIL	Community Infrastructure Levy
CVS	Council for Voluntary Service
DCLG	Department for Communities and Local Government
DLEP	Dorset Local Enterprise Partnership
DUET	Driving Urban Enterprise
DWP	Department for Work and Pensions
EARDF	European Agricultural Fund for Rural Development
EDS	Economic Development Strategy
EGS	Environmental Goods and Services
EMD	European Maritime Day
ERDF	European Regional Development Fund
ESA	Employment and Support Allowance
ESB	Employment and Skills Board
ESF	European Social Fund
ESIF	European Structural and Investment Funds
EU	European Union
FE	Further Education
GCSE	General Certificate of Secondary Education
Green PEA	Green Positive Environmental Action
GVA	Gross Value Added
HA	Hectares
HCA	Homes and Communities Agency
HE	Higher Education
HSC	Health and Social Care Sector
JSA	Jobseekers Allowance
LDO	Local Development Order
LEA	Local Economic Assessment
LEP	Local Enterprise Partnership
LGF	Local Growth Fund
MAS	Manufacturing Advisory Service
NEETS	Not in Education, Employment or Training
R&D	Research and Development
RDA	Regional Development Agency
SEP	Strategic Economic Plan
SFA	Skills Funding Agency
SME	Small and medium enterprises
SMHA	Strategic Market Housing Assessment
STEM	Science, Technology, Engineering, Maths

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