



**SOLENT
LOCAL
ENTERPRISE
PARTNERSHIP**

TRANSFORMING SOLENT GROWTH STRATEGY

OCTOBER 2014



TOGETHER.STRONGER

CONTENTS

02	THE SOLENT LEP BOARD	04	FOREWORD	05	SUMMARY
07	INTRODUCTION	08	THE SOLENT ECONOMY	14	OUR VISION AND PRIORITIES
16	ENTERPRISE	18	INFRASTRUCTURE	22	INWARD INVESTMENT
23	SKILLS	25	STRATEGIC SECTORS	27	INNOVATION
29	INVESTING IN THE SOLENT	30	GOVERNANCE AND ACCOUNTABILITY		

THE SOLENT LEP BOARD



Gary Jeffries
Managing Director,
Hughes Ellard

Solent LEP
Business Director
and Chairman
Solent LEP Portfolio:
Land, Property and
Infrastructure



Chris Allington
Managing Director, Oxford
Innovation, Business
and Innovation Centres

Solent LEP
Business Director
Solent LEP Portfolio:
Employment and Skills



Stuart Hill
COO, IBM Global
Technology Services
UK & Ireland

Solent LEP
Business Director
Solent LEP Portfolio:
Enterprise



Cllr Donna Jones
Leader, Portsmouth
City Council

Solent LEP
Public Sector Director
Solent LEP Portfolio:
Marine & Maritime



Philippe Jouy
Group Strategy and Finance
Director, Bouygues UK

Solent LEP
Business Director
and Chairman
Solent LEP Portfolio:
Inward Investment
and Funding Finance
& Performance



Russell Kew
Chairman, Wightlink

Solent LEP
Business Director
Solent LEP Portfolio:
Marine and Maritime Sector
and Funding, Finance
and Performance



Dave Lees
Managing Director,
Southampton Airport

Solent LEP
Business Director
Solent LEP Portfolio:
Land, Property and
Infrastructure



Cllr Simon Letts
Leader, Southampton
City Council

Solent LEP
Public Sector Director
Solent LEP Portfolio:
Funding, Finance
and Performance



Solent LEP
Public Sector Director
Solent LEP Portfolio:
Funding, Finance
and Performance



Solent LEP
Executive Director
Solent LEP Portfolio:
Strategy and Funding



Solent LEP
Higher Education Director
Solent LEP Portfolio:
Innovation



Solent LEP
Public Sector Director
Solent LEP Portfolio:
Enterprise



Solent LEP
Business Director
Solent LEP Portfolio:
Inward Investment and
Communications



Solent LEP
Public Sector Director
Solent LEP Portfolio:
Enterprise



Solent LEP
Business Director
Solent LEP Portfolio:
TBC

On behalf of the Solent LEP Board, we are pleased to present our Growth Strategy. The partnership that makes up the Solent LEP is united on the need for transformational change. Our Strategy is the result of many months of consultation, of negotiation and purposeful alignment of our local resources. Through this we have harnessed both the energy and commitment of our partners in the business and public sector to drive forward our ambitions. Our success in securing the City Deal, our role in directing European Union funding for our area and the recently announced Local Growth Deal is recognition of these efforts.

This will mean a clear focus upon:

- ▶ Unlocking sites for housing and employment
- ▶ Improving our connectivity within the Solent and beyond
- ▶ Stimulating and supporting innovation
- ▶ Improving the skills and talent of our current and future workforce
- ▶ Supporting business growth through access to resources and advice
- ▶ Supporting our key strategic sectors.

Ann *Alt*

Anne-Marie Mountifield
Chief Executive
Solent Local Enterprise Partnership

“to create an environment that will bring about sustainable economic growth and



Unlocking flagship sites for housing and employment

Improvements to access around the Gosport peninsular will continue to support growth in the Solent Enterprise Zone (Daedalus) and the Gosport Waterfront.

The Southampton - Portsmouth City Deal will unlock Tipner-Horsea Island in Portsmouth and Watermark, West Quay in Southampton providing suitable employment sites for the growing marine, maritime and advanced manufacturing sectors. A further pipeline of strategic sites will form part of future Local Growth Deal bids. A pioneering new Strategic Land and Infrastructure Board will bring together local public sector land owners, to maximise the economic use of public land.

Improved connectivity lies at the heart of our Growth Strategy, including transformational measures to support strategic developments, relieve congestion and reduce journey times across the Solent area. The transformation and modernisation of the Red Funnel terminals at East Cowes and Southampton, will improve connectivity, remove capacity constraints and release land for the Southampton Royal Pier and East Cowes regeneration schemes.

Through a package of measures we will enhance skill levels in the area, upskilling the workforce and providing opportunities for young people. We will invest in new capacity including: a new Centre of Excellence for Composites on the Isle of Wight, will transform the Island's skills base. A new Advanced Technology block, at Eastleigh College that will increase the number of young people enrolling on STEM courses.

Central business co-ordination and the creation of a growth hub will provide a “one stop shop” directing businesses towards sources of business support, whilst the Solent Growth Fund, will support the growth of SMEs.

The Solent Marine and Maritime Working group will oversee the implementation of the Solent Marine and Maritime Strategic Plan, a notable early success of which has been to secure more than £7m of government funding to support Sir Ben Ainslie's America's Cup sailing team base.

A feasibility study is underway into the creation of a National Large Structures Composites Centre within the Solent, to boost to our innovative capacity.

Our Growth Strategy will be further enhanced by series of new and ground breaking collaborations which seek to improve our connectivity, release land for economic use and maximise the return on public sector investments. New arrangements with Network Rail, the Department of Transport, the Highways Agency and the Cabinet Office will put us at the forefront of developing new and creative solutions to local needs.

⁷ Solent Growth Deal: http://solentlep.org.uk/uploads/documents/29_Solent_Growth_Deal.pdf.

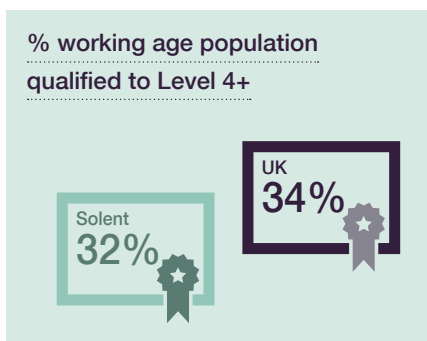
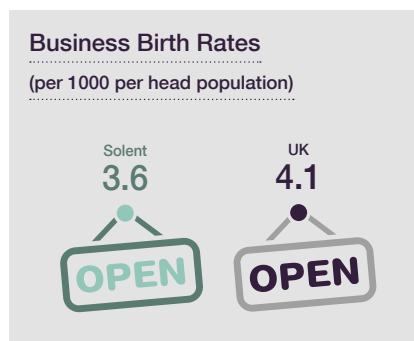
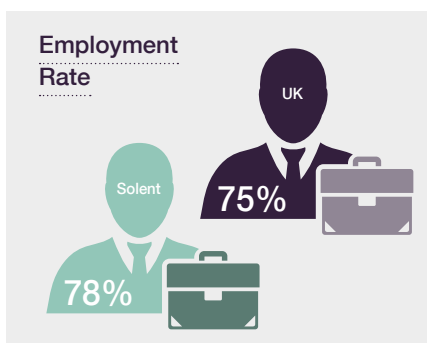
THE SOLENT ECONOMY

An internationally-recognised economic hub, the Solent's economy has a significance that extends beyond the locality, making an important contribution to the national economy. Home to more than 1.3 million people and more than 50,000 businesses, our key cities of Southampton and Portsmouth are enjoying increased competitiveness as the economy recovers.

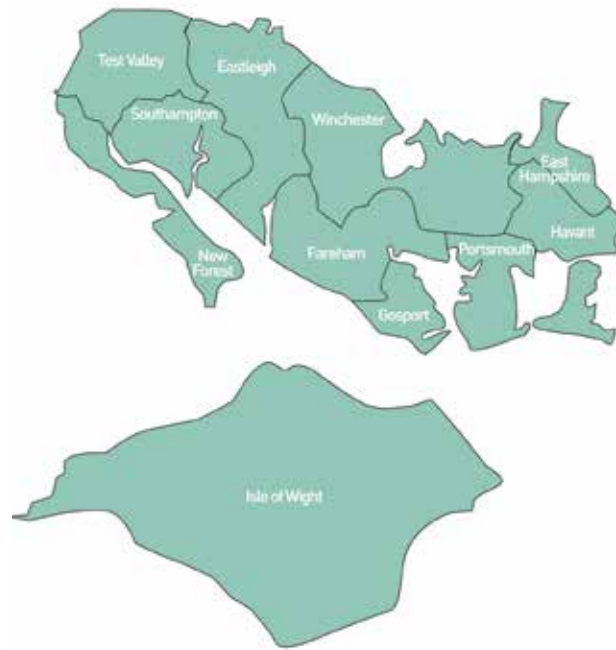
The Solent is an area with immense natural advantages supported by strengths in key economic sectors and an exceptional and growing base for education and research. Our universities are world-class, and we have a network of high quality Further Education colleges.

The Solent is anchored around the Isle of Wight, the two cities of Portsmouth and Southampton, the M27 corridor and the Solent waterway. Comprising 17% of the South East's land area, it is bordered by two national parks and with a natural geography comprising three islands and two peninsulas, it has renowned heritage, countryside and coastline.

Solent Economy Overview



Source: Oxford Economics, Annual Population Survey (2013 apart from NVQ 4+ which is 2012)

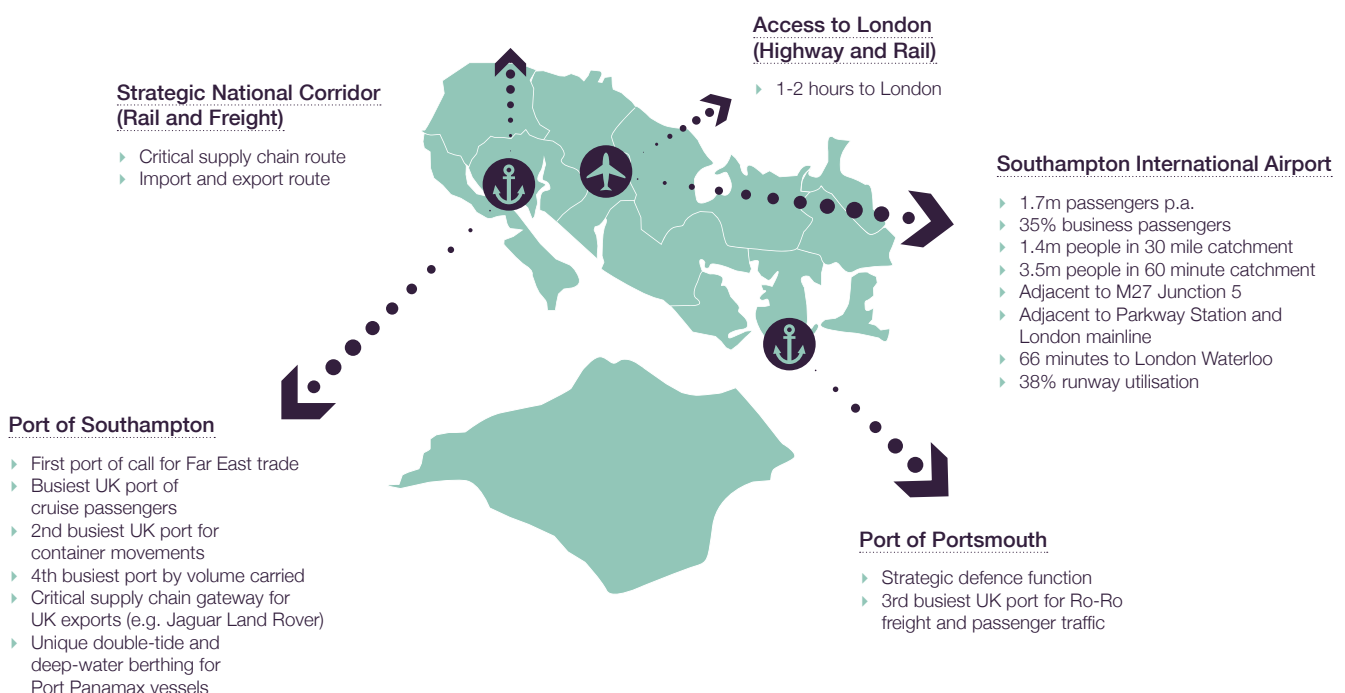


With connectivity to global markets, our strategic accessibility is of paramount importance....

We have three international gateways: the Port of Southampton, the Port of Portsmouth (Commercial and Naval Dockyard) and Southampton International Airport. We are strategically positioned just 120km to the south west of London with excellent transport links by road, rail, air and sea.

At just 20 nautical miles from the international shipping lanes of the English Channel, the Port of Southampton presents a sheltered haven with unique double tides which allow the world's largest ships easy access. The mass market of mainland Europe is less than 100 nautical miles from Southampton and the UK's motor way network is in close proximity and it has direct links to the national rail network.

Global connectivity



The Solent benefits from a mixed economy....

With much strength in knowledge based business sectors, creative industries, advanced technologies, financial and business services, a visitor economy founded on significant heritage and natural assets, and a significant presence in terms of transport and logistics.

The Solent has a world leading advanced manufacturing sector....

With significant clusters including marine and aerospace activities linked to our key economic assets, our Universities have developed real expertise in environmental technologies.

The Solent has a significant aeronautical and aerospace sector. The diverse range of creative, cultural and digital industries (CCDI) already contributes considerably to the economic health of the Solent region. The creative-digital industries

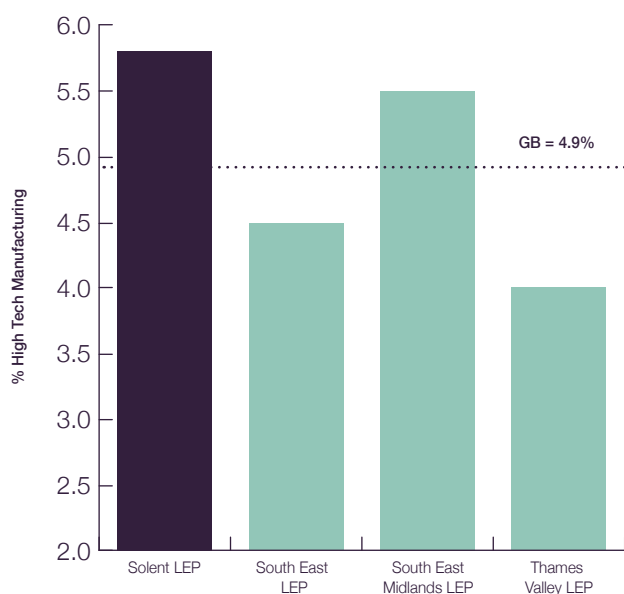


Global connectivity: Southampton Airport

generated £1.3 bn for the Solent economy in 2011. Some 5,000 creative-digital businesses in the Solent employ 20,000 people and is one of the fastest growing industries in the UK. 56% of creative-digital entrepreneurs engage with universities.

The visitor economy in the Solent LEP area is worth £3 billion, with assets including internationally recognised visitor attractions, and supports nearly 63,000 jobs.

High Tech Manufacturing % comparisons



Source: Oxford Economics, 2013

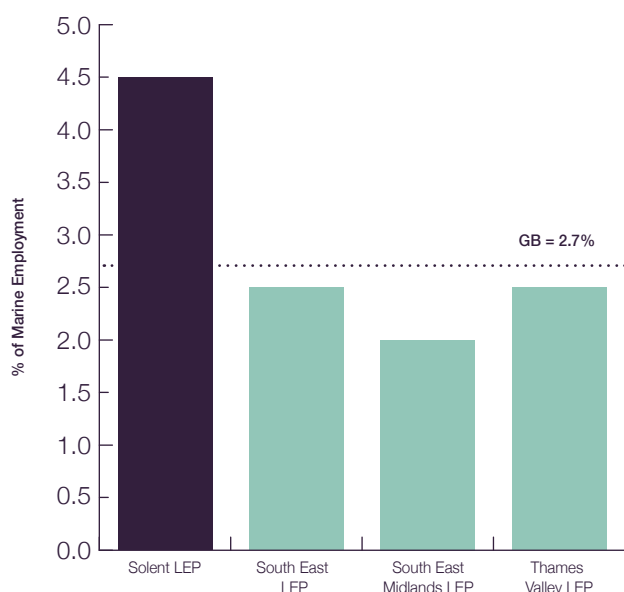
The three universities based in the Solent are places of transformation....

They are major employers and major economic assets, generating new businesses, supporting existing businesses and bringing significant revenues to the local economy. Innovation and the exploitation of new knowledge by the private sector is fundamental to future growth and the Solent is fortunate that three of its HEIs have strengths in strategic sectors. The Solent's three Universities are rapidly growing, expecting to increase their income by 35% over the next six years, building on a recent record of high growth.

Our marine and maritime sector sets us apart....

The Solent coastal location, with its natural assets such as sheltered havens and double tides, clustering of businesses and educational strengths, place it at the heart of the UK's marine and maritime economy. The sector contributes 20.5% to the Solent's GVA and accounts for 40,000 direct jobs or 5% of total private sector jobs in the sub-region.

Marine Industry % comparisons



Source: Oxford Economics, 2013

The Port of Southampton is one of the UK's largest, busiest and most diverse ports providing a wide range of passenger, freight and cargo functions. It provides, directly and indirectly, 15,000 jobs⁸ in the Solent, contributes over £1.2bn of output per annum, and it is a global import and export hub for the UK motor industry, exporting more vehicles than any other UK port⁹.

The busiest cruise port in the UK, it is home to the UK fleets of P&O Cruises and Cunard Line and home to Carnival, the largest Cruise operator in the world.

In 2010, it was the UK's 4th biggest port in terms of cargo handled, with some 39 million tonnes, or 7.7% of total UK cargo¹⁰. It is the UK's second largest container port, handling 40% to 45% of deep-sea trade with the fast-growing economies of the Far East and China, and a global gateway for the UK motor industry, accounting for a quarter of all UK car exports. It is also the largest vehicle handling port in the UK, with more than 750,000 vehicle exports (outnumbering imports by a ratio of more than two to one). Jaguar Landover are expected to more than double the 160,000 vehicles per annum currently exported to Far East markets.



Port of Southampton

⁸ Across the City of Southampton and surrounding areas including IOW and Districts in South Hampshire.

⁹ 700,000 vehicles in 2011.

¹⁰ UK Office for National Statistics.



The Solent Enterprise Zone at Daedalus

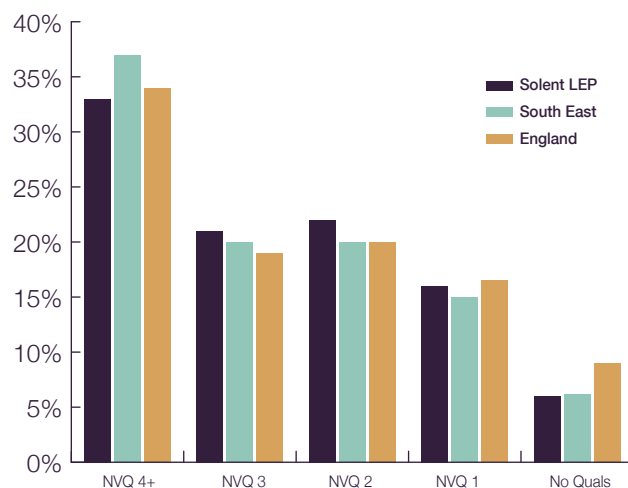
Portsmouth Naval Base is at the heart of the sub-regional defence cluster providing, directly and indirectly, 20,000 jobs and contributing over £1.6bn GVA of output. Currently the Naval Base supports the Royal Navy surface fleet and there is a strong maritime services function offering: integrated ship support, complex software engineering and advanced manufacturing solutions, equipment management, training, and estates and logistics service. It encompasses: the Naval Base; associated Naval establishments, the defence industrial base and other dependent firms (including BAE, Babcock, Lockheed Martin, Northrop Grumman, Qinetiq, Serco Denholm Ltd and Vector Aerospace).

And our marine research assets are second to none....

The Southampton Marine and Maritime Institute (SMMI), part of the University of Southampton launched in March 2012, is a collaboration between Lloyd's Register and the University of Southampton. Our combined R&D assets make the Solent a research superpower in terms of this sector.

The Solent has a skilled workforce ... with a higher proportion qualified to Level 3 (22%) and Level 2 (23%) than is the case nationally and in the South East, we have the skills that business need to thrive and grow. After GVA decline in 2008 and 2009, the

Qualifications of the working age population (%), Solent LEP vs South East and England, Jan-Dec 2011



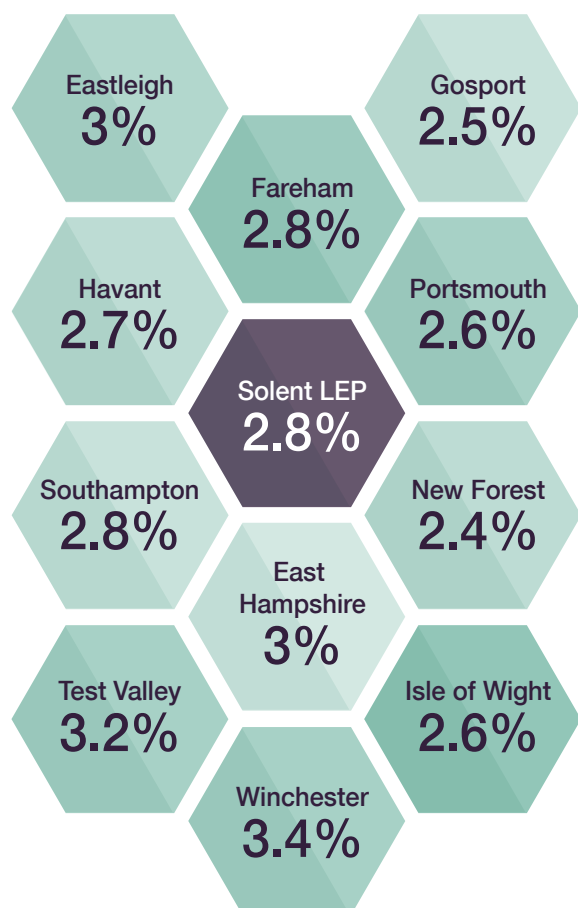
Source: Solent Skills Strategy Evidence Base, 2013

Solent LEP has posted positive growth. GVA growth is forecast to grow at an average rate of 2.8% per annum in the period to 2030.

And robust employment growth is forecast for Solent LEP in the years ahead....

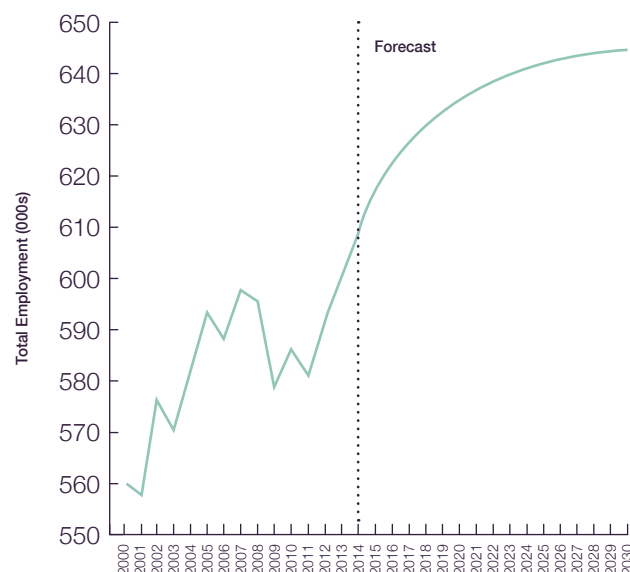
Over the period 2013-2020, an additional 31,000 jobs are forecast, with higher than average employment rates which are predicted to rise by 2020.

GVA Change 2013-2030 % per annum



Source: Oxford Economics, 2013

Solent Employment Forecast 2000 - 2030



Source: Oxford Economics, 2013

We also aspire to be an innovative economy...

The Solent LEP area has the 9th highest rate of patenting per 100,000 residents of all the LEP areas (The LEP Network, 2012) in 2007. Residents of the Solent LEP area register more patents per 100,000 people (18.9 in 2009) than the national average (13.0). Our industrial base and strategic assets, provide significant scope to enhance this performance.

The Solent has great research and development assets on which to build. At least one of the Solent's Universities was in the top 20 for research strengths in all but one of the UK's key industrial sectors of these sectors. Solent's Universities have expertise in terms of the "Eight Great Technologies", including advanced materials and nanotechnology, robotics and autonomous systems and synthetic biology.

OUR VISION AND PRIORITIES

Our vision for locally-driven economic growth was set out in our initial growth strategy, A Strategy for Growth, in December 2012:

“Our vision is to create an environment that will bring about sustainable economic growth and private sector investment in the Solent. It will assist this globally-competitive area reach its full potential, enabling existing businesses to grow, become more profitable and to be greener; enabling the creation of new businesses and attracting new businesses to the region.”

Our vision remains, as does our determination to achieve it. Backed by wide-ranging consultation and supported and built upon a robust evidence base, the critical role of the connectivity of the Solent with our wider UK and global markets has moved into sharper focus. So too has our commitment to supporting innovation as a route to a high growth economy.

We are committed to ensuring that the Solent economy is positioned to compete at the global scale, so whilst our vision holds fast, our ambition, determination, and the understanding of how we can achieve this vision are burgeoning.

Within our broader vision, we have some clear objectives:

- ▶ Maximise the economic impact of our economic assets in the area and sectors with the potential for growth. Promote the area as the UK’s leading growth hub for advanced manufacturing, marine and aerospace both at home and, more importantly, in the global marketplace. Develop the advanced engineering and manufacturing sector through a business-led approach and support the visitor economy.
- ▶ Unlock critical employment sites to enable the Solent businesses, particularly the marine, maritime and advanced manufacturing sectors of their economy, to expand.

- ▶ Provide new housing to support our growing workforce.
- ▶ Ensure people have the right skills to access employment and support our growing sectors.
- ▶ Provide effective support to our small and medium-sized enterprises (SMEs) to enable them to grow – including marine and maritime SMEs.
- ▶ Unlock innovation led growth to engage more businesses in knowledge transfer and innovation, develop links to wider Higher Education Institutions (HEIs) and demonstrate the benefits of working with knowledge-based partners.

Our Priorities

We have identified six strategic priorities:

- ▶ Supporting new businesses, enterprise and ensuring SME survival and growth.
- ▶ Enabling infrastructure priorities including land assets, transport and housing, reducing flood risk and improving access to superfast broadband.
- ▶ Establishing a single inward investment model to encourage companies to open new sites in the region, supported by effective marketing.



Spinnaker Tower, Portsmouth

- ▶ Investing in skills to establish a sustainable pattern of growth, ensuring local residents are equipped to take up the jobs that are created and businesses can source local skills and labour to underpin growth.
- ▶ Developing strategic sectors and clusters of marine, aerospace and defence, advanced manufacturing, engineering, transport and logistics businesses, low carbon and the visitor economy – establishing the area as a business gateway, and developing local supply chains.
- ▶ Building on our substantial knowledge assets to support innovation and build innovative capacity in the Solent area to stimulate growth in Solent businesses and in new high growth sectors, particularly linked to our HE excellence.

Underpinning these strategic priorities is our commitment to generating economic and business growth together with new jobs by developing a Low Carbon Green Economy.

Solent's Growth Targets

Meeting our growth aspirations requires us to create the conditions that support growth in our business base and creates jobs, whilst improving our productivity and making the Solent a destination for inward investment. Knowing whether we are on track to meet our aspirations is crucial and we have set ambitious targets¹¹.

By 2020 we will:

- ▶ In addition to current forecasts, create an additional 15,500 new jobs in the Solent LEP area.
- ▶ Achieve GVA growth of 3%.
- ▶ Increase GVA per job by an additional £6,879 per job.
- ▶ Improve productivity (GDP per head) closer to the South East average.
- ▶ Increase employment rates to 80% from the current 78% and improve economic activity rates from 80% to 81%.
- ▶ Enable the delivery of 24,000 new homes.
- ▶ Raise the business birth rate from 3.6% to 4.1% (and create 1000 new businesses).
- ▶ Improve the business survival rate¹² from 61.4% to 62.5%.
- ▶ Raise the proportion of the population with Level 4¹³ and above skills to 36% of the working age population from the current 32%.
- ▶ Support the raising of education attainment rates to above the UK average.
- ▶ Increase inward investment into Solent attracting at least 5% of FDI projects entering the UK.

¹¹ A bespoke model commissioned from Oxford Economics sets out current baselines and future growth prospects for the Solent LEP area.

¹² 3 year business survival rate, equivalent to 1000 businesses.

¹³ An additional 37,000 qualified to level 4 or equivalent.

ENTERPRISE

“Supporting new businesses, enterprise and ensure SME survival and growth.”



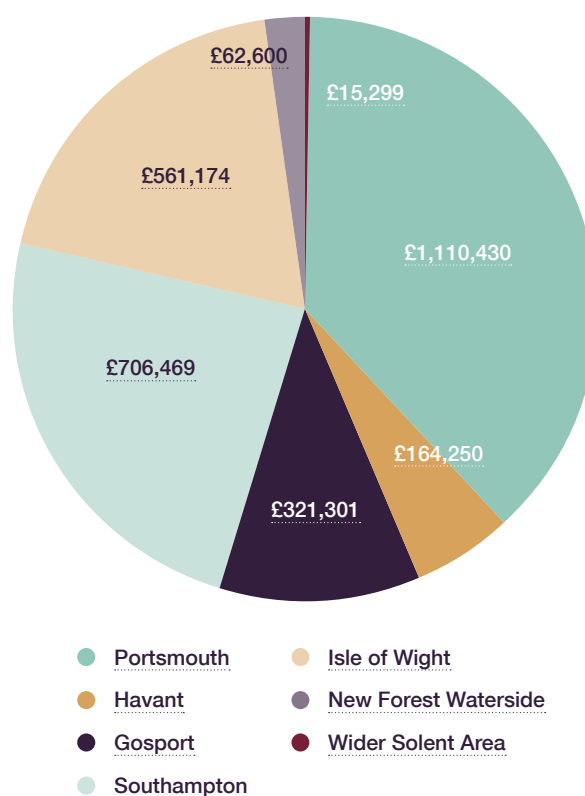
Work underway on the £5.3m Solent Enterprise Zone Innovation Centre

Enterprise is a key driver of productivity and economic growth. The Solent’s business base is diverse from the presence of large multi-nationals to small and medium enterprises (SMEs). We believe that SMEs hold the key to private sector-led, economic growth in the Solent area. It is essential to broaden the business base, fostering start-ups and supporting SME growth. We are also committed to safeguarding SMEs within supply chains, helping them to diversify, to reduce their dependency on the public sector and to strengthen their international trade links.

We have made a strong start through our Bridging the Gap programme which is helping over 90 businesses in the area and investing over £3m.

The Solent LEP also administers a Solent Young Entrepreneur Fund to provide support and funding for young people to start up their first business.

Bridging the Gap Investment Breakdown



Priorities for Action

Whilst we have made a strong start, there is more work to do. Our ambition is to provide a world class environment for the development and growth of SMEs.

A Solent business support Hub, will provide a “one stop shop” directing businesses towards existing national and local sources of business support, making it simpler for businesses to access the support they need.

A Solent Growth Fund (SGF) will expand the successful Bridging the Gap programme to support strategic supply chains in the Solent by providing start up grants, support for young entrepreneurs and expansion funds for existing businesses. We will also provide access to finance for start-up businesses and SMEs.

We will support the role that universities play in driving local growth plans and supporting entrepreneurship and innovation. We will invest in the leadership and management skills necessary for businesses to grow, making full use of existing business networks and through the Employer Ownership of Skills Programme. Our graduates represent a significant knowledge asset and through Graduate Placements we will enable SMEs across the Solent to gain access to graduate skills and knowledge.



Portsdown Technology Park: home of the new UK Centre of Marine Intelligent Systems

Building on the success of the current LEADER programme in places like the Isle of Wight, new and developing micro and small businesses will be supported in rural areas.

Supporting our young people is critical. Our enterprise programmes for young people in partnership with the voluntary and community sector working with organisations such as The Prince's Trust and Education Business Partnerships, aim to re-engage young people aged 16-25.

We will encourage business start-ups and social enterprise in difficult to reach and economically inactive communities to work with business leaders, social entrepreneurs, universities and civil society organisations.

Investment Plan

Enterprise	2014/15	2015/16	2016 onwards	TOTAL
RGF	10,211,978	517,847	-	10,729,825
Capital Local Growth Deal ¹⁴	-	2,000,000	10,000,000	12,000,000
Revenue Local Growth Deal ¹⁵	-	250,000	-	250,000
Total	10,211,978	2,767,847	10,000,000	22,979,825

In addition we will seek to invest £26,335,000 of European Union Strategic Investment Funds (including match funding), to support this strategic priority in the period 2015-2023. This will support the following activities: the Solent Business Hub, Access to finance for start-ups and SMEs, Graduate Placements, Funding new and developing businesses in rural areas and Building knowledge and skills in SMEs.

¹⁴ Subject to a satisfactory conclusion of the funding agreement with Government.

¹⁵ Subject to a satisfactory conclusion of the funding agreement with Government.

INFRASTRUCTURE

“Planning for growth by focusing on infrastructure priorities including land assets, transport and housing - reducing flood risk and improving access to superfast broadband.”



Centenary Quay: 1,620 new homes development site

Our economic prosperity is critically linked to our land assets, our connectivity and our ability to provide homes for the people of the Solent. Providing suitable employment sites for our growing marine, maritime and advanced manufacturing sectors that are in close proximity to our key economic assets (Port of Southampton, Portsmouth Naval Base and the Solent Marine Cluster) as well as meeting growing housing demand are also key economic challenges for the sub- region. Critically, new developments must also be accompanied by investment in transport and other infrastructure and our coastal location means that development land must be free of the risk of flooding. We have made a strong start with the development of the Solent Enterprise Zone which will deliver a world class advanced manufacturing (marine, aviation and aerospace) industrial hub. This will support

the development of the advanced manufacturing cluster through a range of business support solutions and aid in delivering 3000 jobs by 2026.

The Solent Growing Places Fund, a £16,739,000 fund to support infrastructure projects that unlock new jobs and homes in the Solent, is supporting large scale infrastructure projects such as road networks, service and utility installation and broadband provision. Operating on a revolving basis, the Fund aims to support as many projects as possible.

Priorities for Action

Unlocking strategic sites for housing and employment.

The Southampton - Portsmouth City Deal will open up significant employment sites for Southampton and Portsmouth’s growing marine, maritime and advanced manufacturing sectors. The City Deal will see the unlocking of two strategic sites in the Solent - Tipner-Horsea Island in Portsmouth and Watermark West Quay in Southampton. Two flagship projects will be supported through the new Local Growth Deal for Solent. The first, a multi-year programme of infrastructure investment in Fareham and Gosport, will kick start the development off at Welborne, north of Fareham, with a planned 6,000 new homes. It will also support improvements to access around the Gosport peninsular continuing to support growth in the the Solent Enterprise Zone (Daedalus) and ultimately the Gosport Waterfront.

A £14m transport package will support the development of 3,500 new homes at North Whiteley and create 500 new jobs.

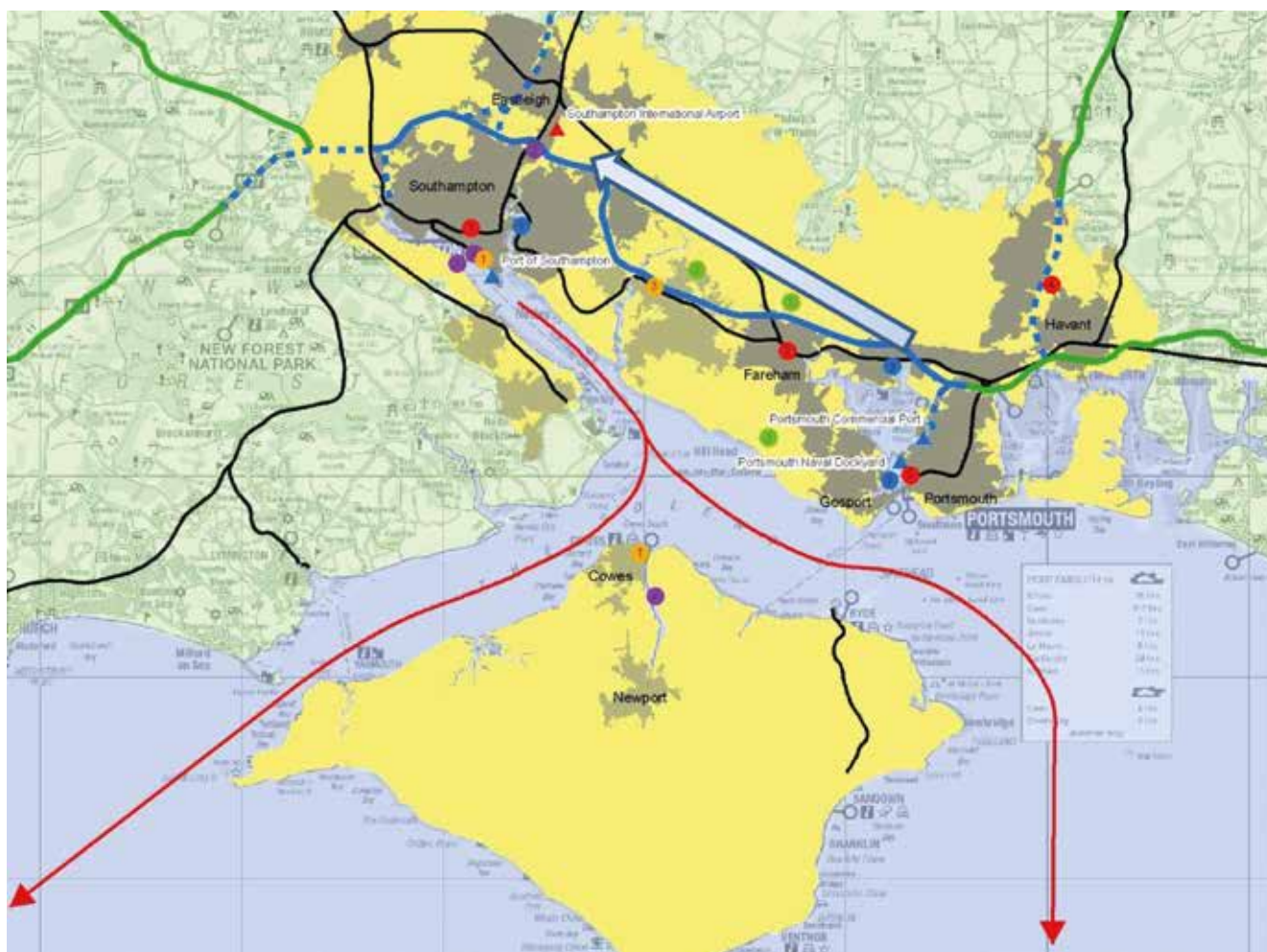
Through the Local Growth Deal arrangements we will seek to bring forward key sites for future development from 2017-2020 including: the Ford Site, Eastleigh Riverside, Southampton Airport, the

the economic downturn and market failure.

The Solent Strategic Land and Infrastructure Board, one of the new flexibilities negotiated by Solent LEP as part of the Local Growth Deal, will take a more strategic view of public land and property in the area, supporting the joint planning and delivery of transport.

We will also accelerate the pace of local authority housing development in Winchester, having negotiated the relaxation of the Housing Revenue Account (HRA) borrowing cap over the period 2015/16 and 2016/17, as part of the Local Growth Deal.

Map of Strategic Development Sites



Solent LEP Investments Map

- | | | |
|---|--|---------------------------------------|
| ● LTB Transport Schemes | ▲ Southampton International Airport | ■ Motorways |
| ● Housing and Employment Key Sites | ▲ Ports | ■ A Roads |
| ● Major Schemes Pipeline - Flood Mitigation | ▲ Portsmouth to Southampton Connectivity | ■ Railway |
| ● Connectivity | → International Shipping Lanes | ■ 2011 ONS Built Up Areas selections |
| ● Other Strategic Sites | → Phased Introduction of SMART Motorways | ■ Solent Local Enterprise Partnership |

LTB Transport Schemes

1. Southampton Station Quarter North
2. A27 Improvements (Station Roundabout, Fareham)
3. The Hard Interchange (The Hard, Portsmouth)
4. Dunsbury Hill Farm Link Road

Housing and Employment Key Sites

1. Welbourne
2. North Whiteley
3. Solent Enterprise Zone

Major Schemes Pipeline Flood Mitigation

1. Itchen Riverside
2. Gosport Waterfront
3. Trafalgar Wharf

Connectivity

1. Red Funnel Interchange
2. M3 Junction 9
3. SMART Motorways

Other Strategic Sites

1. Marchwood Military Port
2. Ford / Eastleigh Riverside
3. Royal Pier
4. Proposed Locally Designated Enterprise Zone

Connectivity

Through the Local Growth Deal we will deliver Local Transport Board Majors, £19.2 million Local Growth Deal funding will support prioritised investment in Dunsbury Hill Farm¹⁶, the Hard Interchange at Portsmouth, Southampton City Station Quarter and the A27 corridor improvement at Fareham¹⁷.

Support from the Local Growth Deal backed with private sector investment, will remove the capacity constraints of the ferry operation between East Cowes and Southampton. The Red Funnel Scheme will enable major regeneration programmes at Royal Pier in Southampton and on the Isle of Wight, creating around 3,000 jobs together with the much needed opportunity to grow the tourist industry.

Through the Solent Strategic Land and Infrastructure Board, we will be pioneering a new approach to the joint planning and the delivery of transport in the Solent working in partnership with the Department for Transport, Train Operating Companies, Network Rail and the Highways Agency. Our priority will be improving Portsmouth - Southampton (East-West) connectivity, to reduce journey times, increase



East-West Connectivity: Eastleigh Railway Station

capacity and frequency, relieve pressure on highway network and provide direct access from the East to Southampton International Airport. We are seeking the acceleration of the M27 Managed motorways valued in the region of £50-£70m to improve capacity and journey time reliability on Solent motorway network and major improvements to M3 Junction 9.

Investment Plan

Infrastructure	2014/15	2015/16	2016 onwards	TOTAL
Capital other ¹⁸	17,123,210	-	-	17,123,210
Capital Local Growth Deal ¹⁹	-	35,700,000	57,100,000	93,800,800
Total	17,123,210	35,700,000	57,100,000	110,923,210

¹⁶ Key employment site adjacent to the A3 (M), in close proximity to the City of Portsmouth.

¹⁷ A report undertaken by Atkins November 2013 has identified the need to prioritise improvements in rail connectivity between the two cities and the importance of looking at managed motorways to facilitate traffic flows on the M27.

¹⁸ Solent LEP Growing Places fund and DCLG EZ Capital grant.

¹⁹ Subject to a satisfactory conclusion of the funding agreement with Government.

INWARD INVESTMENT

“Establishing a single inward investment model, to encourage companies to open new sites in the region supported by effective marketing.”

Urgent action is required to raise our profile as a destination for inward investment and to increase our ranking for inward investment. There is a strong relationship between inward investment, particularly foreign direct investment (FDI) and economic growth. Larger inflows of both UK and foreign investments will be needed if the Solent is to achieve a sustainable high trajectory of economic growth. There are many conditions that have to be put in place to attract inward investment, not least of which is an attractive investment climate. And there is much ground to be made up. The competitive environment for inward investment is intense, and to reach our ambitious targets significant improvements must be generated.

Priorities for Action

There is an overwhelming desire and need to improve our inward investment performance – specifically we must:

- Increase the number of new enquiries received.
- Increase the number of new projects actually secured.

- Increase the number and scale of resultant business expansion.

We have identified a strategy to achieve this build around 5 key pillars:

- The development of a sustainable inward investment delivery vehicle for the Solent LEP area.
- Effective co-ordination of inward investment activity across the Solent LEP area.
- Carefully executed and targeted global promotion of the Solent LEP area.
- Successful engagement of prospective investors in the Solent LEP area.
- Retention, development and expansion of businesses located in the Solent LEP area.

Work is underway to develop a dedicated inward investment entity with a single integrated inward investment service to progress our work in this area and this will be reflected in a future investment plan.

Investment Plan

Inward Investment	2014/15	2015/16	2016 onwards	TOTAL
Revenue	75,000	tba ²⁰	tba	-
Capital	-	-	-	-
Total	75,000	-	-	75,000

²⁰ To be advised on publication of the Inward Investment Strategy - October 2014.

SKILLS

“Investing in skills to establish a sustainable pattern of growth, ensuring local residents are equipped to take up the jobs that are created and businesses can source the skills and labour locally to support economic growth.”



Solent Success: Six of Eight Finalists in the South Central National Apprenticeship Awards 2014 from Solent Employers

Skilled people are essential to securing growth. It is vital that we create the best environment in which businesses can develop and train their workforces. We want the Solent to be defined by aspiration and achievement, both of which are critical to our economic success both now and in the future. Transforming Solent, require a knowledge-rich and creative economy, one which will requires the highest levels of education in the entire workforce. We are investing in skills to establish a sustainable pattern of growth, ensuring local residents are equipped to take up the new jobs that are created and reducing the proportion of people with low or no skills to below the national average.

The Solent LEP has already invested in the Centre of Excellence in Engineering, Manufacturing and Advanced Skills Training (CEMAST). Specialising in STEM skills, CEMAST will act as the main learning centre for students in apprenticeship programmes with BAE Systems, GE Aviation, Virgin Atlantic, Coopervision, Burgess Marine and Jensen Motorsport.

Priorities for Action

Under the guidance of the Solent Employment and Skills Board we will implement the Solent LEP Skills Strategy²¹, working with partners to raise aspirations and achievement in the Solent.

Through the Local Growth Deal, we will create a new Centre of Excellence for Composites on the Isle of Wight. Led by the Isle of Wight College, the centre will be supported by the global engineering company, GKN and based alongside their high-tech facilities. Additional investments will support an upgrade facilities of at Eastleigh College to include a new Advanced Technology block.

A key priority for the Solent is meeting the skills needs of employers. Funded through our Further Education Colleges, City Deal, European funding and supported by private sector investment, the Solent Skills for Growth Fund provides an innovative solution to business needs by providing a vehicle to align skills provision across the eight major colleges in the Solent LEP area. The City Deal has also established a Solent-wide Employer Ownership of Skills programme to meet the skills needs of SMEs, including leadership and management skills. This will fund the provision of relevant courses through local skills providers.

We will provide support for Pre-Apprenticeships, creating Enhanced Traineeships opportunities for young people in the Solent and increasing the flexibility of the Traineeship offer. Through the provision of Apprenticeship Grants for Employers, we will also prioritise technical and higher-level frameworks which address skills shortages.

²¹ Solent LEP Skills Strategy: http://solentlep.org.uk/uploads/documents/Solent_Skills_Plan_2014.pdf.

Improving young peoples' understanding of the local labour market and the variety of job opportunities it offers, is essential. We have prioritised Information Advice and Guidance Provision, with a focus on the needs of our young people.

And further support to our young people is available through the Solent Young Entrepreneur Fund, helping young people to set up new businesses.

Through our Skills Support for Redundancy, we will enable a coordinated response to redundancies and downsizing, tailored to meet the needs of individuals. Using the Solent Talent Bank, we will use the leverage available through procurement to secure best economic value for partners across the Solent. The Solent Jobs Pilot will link long term unemployed people with private sector job creation. This will

help very long term unemployed people who have been unsuccessful at finding work through the Work Programme to get back to work.

Community based organisations play an important role in supporting that work with long term unemployed. Community Grants will be available to support capacity in the sector to deliver quality support to the unemployed.

Delivering our plans will require continued joint working with the network of Further Education Colleges in the Solent. The joint FE/LEP group is working towards a range of joint activities in support of a more responsive system. Nationally we will continue to lobby for the greatest possible flexibility in the use of public funds to support the needs of employers in the Solent area.



£12m CEMAST Centre at the Solent Enterprise Zone

Investment Plan

Skills	2014/15	2015/16	2016 onwards	TOTAL
Revenue	597,000	750,000	250,000	1,597,000
Capital	1,092,561	-	-	1,092,561
Capital Local Growth Deal ²²	-	8,200,000	11,700,000	19,900,000
Total	1,689,561	8,950,000	11,950,000	22,589,561

In addition we will seek to invest £34,676,100 of European Union Strategic Investment Funds (including match funding), to support this strategic priority in the period 2015 – 2023. This will be invested in supporting young people, supporting Employer Responsive Skills, providing support for Unemployed Adults, developing Community Grants and supporting the Solent Jobs Pilot.

²² Subject to a satisfactory conclusion of the funding agreement with Government

STRATEGIC SECTORS

“Developing strategic sectors and clusters (interconnected groups and businesses) of marine, aerospace and defence, advanced manufacturing, engineering, transport and logistics, low carbon and visitor economy businesses – establishing the area as a business gateway, both at local and international levels.”



Montage of Queen Elizabeth class aircraft carrier sailing from Portsmouth

The Solent area has unique sectoral strengths and we need to build on our recognised position as the leading location and growth hub for advanced manufacturing and engineering (marine, aerospace, renewable energy, environmental technologies and composites) together with supporting transport and logistics, the visitor economy, the low carbon sector and the creative sector.

The development of growth hubs and strategic sector-based clusters which can deliver export-led growth in high value employment is critical to the success of the Solent economy. We are committed to ensuring that all our strategic priorities and their delivery are targeted towards meeting the needs of these sectors.

Priorities for Action

We have endorsed the Marine and Maritime Strategy as a 7 year strategic plan for the development of the sector in the Solent LEP area.

Supported by a secretariat and a budget, we have established a Solent Marine and Maritime steering Group, to include marine companies at CEO/ Director level, with the authority for delivery of the Solent Marine and Maritime Strategic Plan.

In the first of what we anticipate will be a series of marine and maritime investments, Government has committed more than £7m of government funding towards supporting Sir Ben Ainslie's America's Cup sailing team base in Portsmouth, part of the Solent's Marine Strategy.



Artists impression of the new HQ for the Ben Ainslie Racing Team

We are providing support to our Advanced manufacturing and Defence sector and we are working closely with the Defence Growth Partnership²³ (DGP) and over the past year, industry, government and the LEP has identified Maritime Mission Systems (MMS) as a significant growth opportunity and an initial priority for focussing investment, and securing the ambition to position the Solent as the global centre to develop new Maritime technology.

²³ The Defence Growth Partnership (DGP) brings Government and Industry together to secure a thriving UK Defence Sector delivering security, growth and prosperity for our nation



Griffon Hoverwork

We will provide support for tourism activities in rural areas to include tourism, recreation and leisure activities, destination development and marketing activities.

We also aim to become the national leader and internationally recognised for our Low Carbon Green Economy.

Capitalising on the world-class research in the sub-region into green technologies and turning these into business opportunities, growth and jobs as well as supporting strong manufacturing is a key challenge. We will create a pathway for the development of low carbon marine technologies in the Solent area, providing funding, through grants, to universities, businesses and other

enterprises for new research and testing facilities; research and technological development; proof of concept/Prototyping; larger-scale demonstrator projects, and supply chain collaboration. We will support resource efficiency in homes and businesses through a new Low Carbon Construction Hub to act as a centre of excellence for the development and adoption of low carbon construction, waste energy reduction and renewable energy production techniques across the Solent.

Developing large-scale renewable energy such as tidal and offshore wind, together with small-scale on homes and businesses and renewable and district energy schemes we will incorporate into new development where practical.



Marine Concepts, Solent Enterprise Zone

Investment Plan

Strategic Sectors	2014/15	2015/16	2016 onwards	TOTAL
RGF	8,639,137	1,196,380	-	-
Total	8,639,137	1,196,380	-	9,835,517

In addition we will seek to invest £10,246,279 of European Union Strategic Investment Funds (including match funding), to support this strategic priority in the period 2015 - 2023. This will be invested in building Solent's Low Carbon Economy (Marine), supporting a Low Carbon Construction Hub and support for tourism in rural areas.

INNOVATION

“Building on our substantial knowledge assets to support innovation and build innovative capacity in the Solent area to stimulate growth in Solent businesses and in new high growth sectors.”



Innovation and the exploitation of new knowledge by the private sector will be fundamental to securing future growth in the Solent. Innovation will be a major driver in transforming the Solent economy. The Government's Industrial Strategy is pushing forward the boundaries of knowledge and development and exploitation of new technologies is central. Solent benefits from a number of related innovation advantages.

The three universities based in Solent are a major economic asset, providing a source of highly-skilled employment, generating new businesses, supporting existing businesses and bringing significant revenues to the local economy. Solent's Universities have strengths in its strategic sectors that, if harnessed, can anchor knowledge-intensive economic activity and employment in the area. Together with its innovation centres, science parks, knowledge-intensive businesses and skilled workers Solent is well placed to drive successful innovation.

Priorities for Action

We will develop a single innovation strategy, that will enable enterprises to access the full range of expertise, facilities and support offered by Solent's HEIs (the 'knowledge base') as well as national centres of excellence. We will ensure that that innovative practices are embedded throughout the workforce and business community in order to drive productivity and economic growth.

Solent Innovation recognises the role of Solent's Universities and the need for them to work together, to pool resources, and to reach out and support a greater number of enterprises, in line with their specific institutional strengths. This strategy will result in the creation of a new innovation network, led by Solent's HEIs, tasked with reaching out and engaging business in partnership with the Solent Growth Hub and sector networks, such as Marine South East and British Marine Federation.





Wind Tunnel testing facilities at the University of Southampton

Through EU funding we will develop and deliver the strategy that enables enterprises to access the full range of expertise, facilities and support offered by Solent's Universities as well as national centres of excellence.

Promising innovation initiatives will be supported through the provision of flexible grants programme, in the form of Innovation Vouchers and Innovation Grants enabling new products and business processes to be brought to the market. Innovation Grants will focus on our Strategic Sectors: Advanced engineering, Marine and maritime, Aerospace and Defence.

We will focus on supporting innovation in high value-added sectors in areas of 'smart specialisation' where we have a global competitive advantage and develop a strong supply chain around and across our areas of 'smart specialisation'. Marine Arrowhead projects have been highlighted through the Marine Supplement, including the proposal for a National Large Structures Composite Centre.

Graduate Innovation Placements will help enterprises across the Solent to gain access to graduate skills and knowledge, with a particular focus on the Marine, Maritime, Offshore engineering, Renewable energy, Low carbon transport and renewable technologies sectors.

Investment Plan

Innovation	2014/15	2015/16	2016 onwards	TOTAL
Revenue	60,000	-	-	60,000
Total	60,000	-	-	60,000

In addition we will seek to invest £7,192,080 of European Union Strategic Investment Funds (including match funding), to support Solent Innovation Grants & Outreach support in the period 2015 - 2023.

INVESTING IN THE SOLENT

With the focused support set out in this Growth Strategy, we have an ambition to deliver investment for the Solent area worth £1.51bn²⁴ over the period (2014-21). Supporting our Growth Strategy is an investment plan which brings to together:

- Local assets to unlock resources to be re invested in growth, including the Southampton - Portsmouth City Deal - a £953m investment plan.
- European Union Strategic Investment Funding of £78.9 million²⁵ including private and public sector match funding.
- Local Growth Deal - a £124.8 million package of government funding through the Local Growth Deal, together with £360 million of local public funding and private sector leverage, combined with a package of local flexibilities which will stimulate further investment and unlock valuable economic assets.
- A 16.7m Growing Places capital fund.
- A £24m across a range of Regional Growth Fund programmes.
- An Enterprise Zone capital grant²⁶ worth £7m.

Our ambition is that the investment available to support this plan will increase as we bid for Local Growth funding and secure further private and public sector investment towards delivering the Strategy. As the resources of the major agencies responsible for land and transport begin to align their investment strategies to our needs, we will see significant added value and investment taking place.

This Growth Strategy does not attempt to define all the investments that will contribute to the economic growth of the Solent. We have articulated a clear vision, set out our targets for growth and set out the strategic priorities which will deliver against these.

The Investment Plans set out in the sections above show what resources will be available to deliver our priorities.

This has been jointly developed, and will be jointly owned and monitored. In addition to the top level growth targets set out in the strategy, we will have a range of secondary measures which will allow us to monitor progress against our priorities and workstreams.

The implementation of our Growth Strategy will focus on those key strategic interventions which, when addressed collectively, will add value to the work underway in individual local authorities and by private sector partners, to support growth of the economy.

Our investment decisions in terms of allocating resources, prioritising investments and re-investing the dividends of public sector reforms, will be guided by the extent to which they enable us to reach our growth targets. Our investments will also support an integrated programme of infrastructure investments to enhance quality of life and our competitiveness.

²⁴ Based on City Deal, the EU SIF and the Local Growth Deal.

²⁵ Based on 86 million euro SIF at ECB reference spot rate as of June 18 2013 where 1 euro equals £0.8562.

²⁶ DCLG Capital grant

GOVERNANCE AND ACCOUNTABILITY

As a partnership organisation, the Solent LEP brings together the business community, the Further Education and Higher Education sectors, three unitary authorities, eight district councils and one county council, all actively working together to secure a more prosperous and sustainable future for the Solent area.

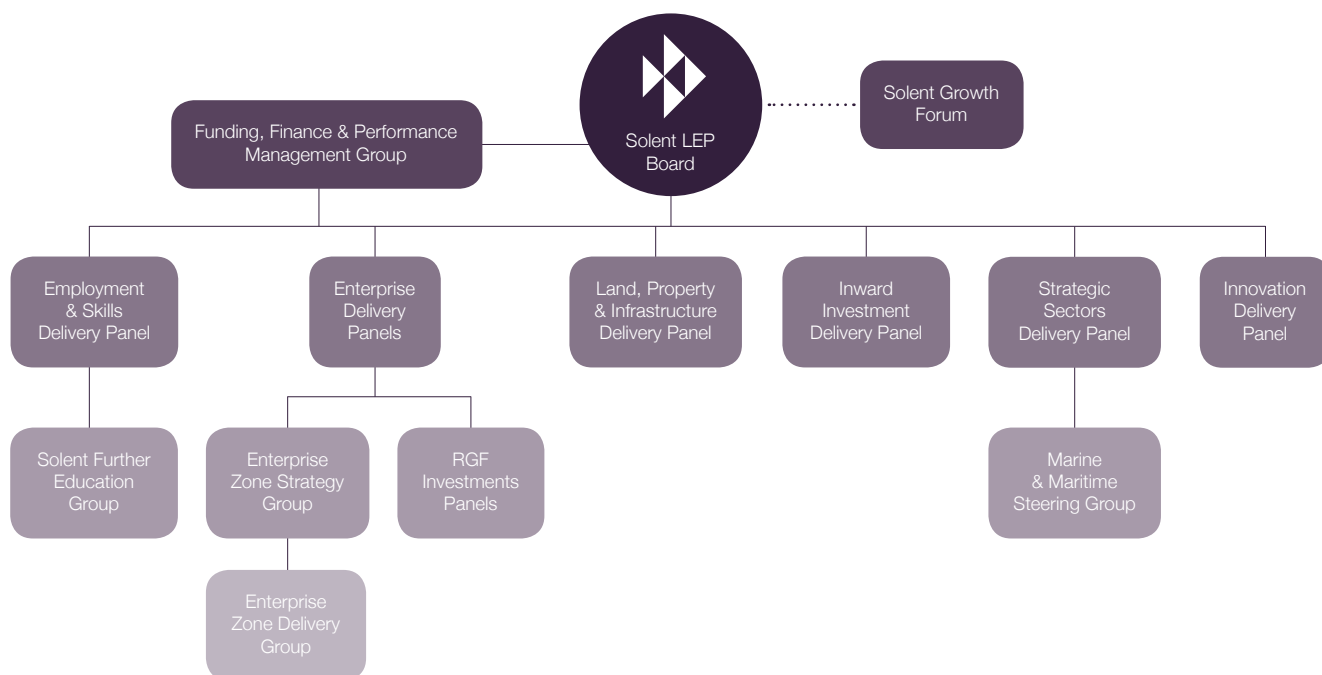
These make up a fully-elected board of 15 directors, democratically elected by its members, and underpinned by a robust, transparent and accountable delivery structure.

Our structures continue to evolve, reflecting the strategic role that we have assumed as the lead body for Economic Development in the Solent area and the need to establish delivery capacity for our key programmes of work¹⁸.

A series of thematic LEP Delivery Panels, each chaired by a LEP Director, provide operational responsibility for investment, the delivery of and

budgets for programmes. We regularly recruit new Chairs and Members to our Panels and, if you think you might be interested in such a role register your interest via email at: info@solentlep.org.uk

Effective provisions for timely and binding decision-making, therefore, are a central component of achieving local discretion over Local Growth Funds. In pursuance of this, and to ensure that the strategy and investments are effectively aligned, the Solent LEP Board took the decision in 2014 to create a Solent Growth Forum.



²⁷ To be established by December 2014



Solent business leaders meeting the LEP

The Solent Growth Forum²⁷ (independently chaired) will provide an important advisory and overview role for Solent LEP investment programmes as well as the delivery of the Solent Strategic Economic Plan. The group will include amongst its membership all 12 Local Authorities of the LEP area, along with representation from education, business, trade unions and government agencies. Membership will be updated as we augment the existing structure. A Funding, Finance and Performance Management Group supports and advises to the Board in relation to overall performance.

Further information on LEP Governance is available through the Solent LEP website.

The Solent LEP Board are elected by Solent LEP members. All Solent based Universities and Local Authorities are members of the LEP and the LEP regularly invites applications from businesses operating in the Solent to join as Business Members

Business Members of the Solent LEP vote in relation to changes in how the company is operated, elect the eight business directors on the Solent LEP Board and have the opportunity to become directly involved in the work of the Solent LEP in many ways; including supporting the delivery Panels that lead on the LEPs key priority areas.

Get Involved

If you would like to receive information on Solent LEP Business Membership, becoming a Solent LEP Director or joining one of the Solent

LEP Delivery Panels, register your interest at info@solentlep.org.uk and we will let you know as soon as application processes for vacancies open.

There are many ways to hear the latest news from Solent LEP:

- ▶ Phone 02392 688 924
- ▶ Email info@solentlep.org.uk
- ▶ Visit and sign up to our E-Newsletter
www.solentlep.org.uk
- ▶ Follow us @solentlep
- ▶ Write to us
Solent LEP Office, Ground Floor, Building
1000, Lakeside North Harbour, Western
Road, Portsmouth, PO6 3EZ

Find out more about funding opportunities with Solent LEP:

- ▶ **Bridging the Gap Fund**
bridgingthegap@solentlep.org.uk
- ▶ **Solent Defence Growth Partnership SME Fund** solentdgp@solentlep.org.uk
- ▶ **Solent Enterprise Zone Expansion Fund** ezexpansion@solentlep.org.uk
- ▶ **Growing Places Fund** info@solentlep.org.uk
- ▶ **Solent Advanced Manufacturing SME Fund**
advancedmanufacturing@solentlep.org.uk
- ▶ **Young Entrepreneur Fund**
bridgingthegap@solentlep.org.uk
- ▶ **Isle of Wight Business Expansion Fund**
iowexpansion@solentlep.org.uk
- ▶ **Solent Employer Ownership of Skills Programme** solenteop@solentlep.org.uk

THE SOLENT LEP TEAM



Stuart Baker
Head of Local Growth



Amanda Beable
Marine Sector Manager



Briony Biddle
Events Intern



Jeff Channing
Programme Manager
Solent Enterprise Zone



Lisa Clark
Account Manager



Margaret Fisher
Programme Officer



Siobhan Flynn
Employment and
Skills Manager



Steve Futter
Senior Account Manager



Dan Hughes
Solent LEP Apprentice



Gloria Ighodaro
Solent Growing Places
Fund Programme Lead



Richard Jones
Policy and Communications
Manager

Contact us at:
P: 02392 688 924
E: info@solentlep.org.uk
W: www.solentlep.org.uk
Twitter: @solentlep



Fiona McMurray
Project Manager
Solent Futures



Nicola Simmons
Personal Assistant



SOLENT
LOCAL
ENTERPRISE
PARTNERSHIP