



SOLENT
LOCAL
ENTERPRISE
PARTNERSHIP

DELIVERY PLAN



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1. Foreword

AS

we enter 2020/21, Solent businesses are facing challenges of unprecedented scale as they respond to the impact of the Coronavirus pandemic. We are under no illusion that, for many, the ability to rise to meet these challenges will be existential and the potential economic impact on our economy cannot be underestimated.

As the outbreak continues to escalate, the Solent LEP is fully committed to helping our business communities in their efforts to meet these challenges head-on and are putting in place a range of support for Solent businesses to access.

We have taken steps to ensure that the LEP and our Growth Hub support service remains open for business throughout this difficult time and are introducing a range of additional support measures.

This includes a Coronavirus Support Hub with online resources to access, a business resilience programme in partnership with BDO and range of online masterclasses delivered in partnership with support organisations across the Solent to help businesses with key activities such as getting trading online.

We are also redirecting our resource to provide financial backing for local businesses, including funding and support to help businesses make the move to remote working and through innovative funding models such as crowd funding.

The delivery of this activity to support our local businesses to mitigate the impact of Covid-19, both in the short-term at the height of the pandemic and associated social distancing measures, and in the medium-term as our economy recovers, is the top priority for the LEP Board in 2020/21.

The situation is extremely fast moving



Brian Johnson, Solent LEP Interim Chair

and our Board are continuing to meet on a very regular basis to review and assess our response and ensure we remain agile in our ability to bring forward additional support where it is most needed.

Brian Johnson has stepped forward to take on the role of interim Solent LEP Chair during this critical time and will be working with the Board to back our businesses in this period of transition ahead of the election of a permanent Chair during 2020.

Of course the Solent LEP Board are not working alone in supporting our business community and have convened a Solent taskforce, through which the LEP is working with partners at business organisations and local authorities to help coordinate a cross-organisation response to the extreme challenges faced by this pandemic.

Whilst the current situation is extremely challenging, the Solent has a history of rising to such challenges. We have weathered storms in the past and we will navigate our way through this. Our economy has faced adversity before and on each occasion, through innovation and entrepreneurialism, our businesses have not only survived but have gone on to thrive and establish the area as a powerful job for economy with



Anne-Marie Mountifield, Solent LEP Chief Executive

a significance that extends far beyond our own boundaries.

With this in mind, the Solent LEP is committed to supporting businesses beyond the short-term response to the Covid-19 pandemic and will be preparing a recovery plan for our economy through 2020 and beyond.

This will include the provision of sustained support to our business community, skills enhancements through our Skills Advisory Panel to support our resident workforce, and a renewed emphasis on our capital investment programme for the area that will secure the new homes our communities need to grow and flourish, the new innovation that will ensure our world-leading industries bounce back to the forefront of the global stage and new links that will physically and literally renew the ties that bind us together.

Key schemes expected to contribute to this include:

- investment in infrastructure to enhance connectivity and accelerate housing delivery at North Whiteley, with more than 3,000 homes to be delivered

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- the opening of a new Innovation and Collaboration Hub at QinetiQ's National Maritime Systems Centre to unlock opportunities for our Small and Medium Size Enterprises (SMEs) in areas including defence, unmanned and autonomous systems, and foster greater collaboration and innovation across the UK maritime mission systems enterprise
- the construction of Stubbington Bypass that will transform connectivity to the Fareham and Gosport Peninsular and support the delivery of key development sites, including the Solent Enterprise Zone.

Alongside our immediate work to support businesses and subsequent work to

assist with the economic recovery of the Solent area, we remain committed to bringing forward a new ambitious and long-term vision and strategy for the area: Solent 2050. Our vision to 2050 is to ensure that the Solent is at the helm of coastal renaissance and pioneering approaches to mitigating climate change. If we are to achieve this vision, we must secure our position as the number one economy for maritime, have the UK's most thriving coastal visitor economy, capitalise on our superb natural beauty and rich maritime history, and be a global leader in developing people for the economy of the future.

Securing a resurgence in our coastal communities has never been more important and will require us to harness new technologies and approaches that will ensure growth is inclusive.

As the Solent economy recovers in the longer term, it will be vitally important that the Solent LEP plays its part in ensuring that no area in the Solent is left behind.

Our work to support Solent Businesses in the immediate response to the Covid-19 pandemic, as well as the wider activities to support economic recovery set out in this delivery plan and our forthcoming economic recovery plan, cannot be achieved without the continued support of our LEP business, academic and public sector members, as well as a wide-range of strategic and delivery partners.

We would like to thank everyone that is working with us and look forward to working with you in the year ahead to ensure the Solent not only recovers from current challenges, but also lays the foundations needed to secure future prosperity for all in the years ahead.

2. Solent LEP:

Who we are, our values, our team

2.1 The Solent LEP

Established in 2010, Solent LEP is a business-led collaboration between private, public and education sectors across the Solent. This includes nine local authority members, which are Eastleigh Borough Council, Fareham Borough Council, Gosport Borough Council, Hampshire County Council, Havant Borough Council, Isle of Wight Council, New Forest District Council, Portsmouth City Council, and Southampton City Council.

Of the 38 LEPs across England, the Solent LEP represents one of the most significant coastal gateway regions in the country, and is responsible for securing and investing large amounts of public and private sector funding in ambitious projects to create new businesses, jobs and homes.

Since its formation the Solent LEP has benefitted from business expertise and acumen. We have created a new partnership between the public and private sector in the Solent that represents the diversity of local businesses and communities.

We are a partnership that brings together the business community, the further/higher education sectors, three unitary authorities, five district councils and one county council.

As an organisation, the Solent LEP prides itself on demonstrating innovation, passion and commitment for the region by working in a collaborative and inclusive manner with its complex and varied stakeholder networks.

2.2 Our Values

As a partnership organisation our approach is built on the belief that 'together we are stronger' and our corporate values underpin this demonstrating our commitment to:

- **Support** businesses to grow, individuals to succeed and communities to flourish
- Be **Open**, transparent and honest and work without bias, ensuring that an evidence-based approach drives our decision making
- **Lead** by example and value Leadership which is ambitious, fair and objective
- **Embrace** diversity as an essential component in the way we work
- **Nurture** the talent, innovation and creativity of those we work with
- **Teamwork** and collaboration, underpinned by trust and mutual respect.

2.3 Our Board, Our Members, Our Team

Our Board of directors is the main decision-making body within our governance structure, providing strategic leadership and determining policy direction and priorities. The Board is democratically elected by our members and is underpinned by robust, transparent and accountable delivery structures. Our executive team then carries out the functions necessary to implement Board decisions and objectives.

A Funding, Finance and Performance Management Group supports and advises the Board in relation to overall performance.

Our other Panels and Forum, such as our Skills Advisory Panel, each with a LEP Director as lead, provide operational responsibility for investment as well as strategic advice on future priorities to the Board. We regularly recruit new members to our panels. If you think you might be interested in such a role, register your interest via our email:

info@solentlep.org.uk

The Solent Growth Forum provides an important advisory, overview and scrutiny role for our investment programmes and economic plan and the group includes representatives from all local authorities in the LEP area.

The creation of the Solent Leaders Forum brings together the elected leaders and senior officers of the councils within the LEP area and wider region with the purpose of strengthening the local authority engagement of the Solent LEP, to assist in the development and implementation of actions that will deliver our vision for the Solent economy and to collaborate on economic development issues affecting the wider area.

Our staff team and the members of our company are our lifeblood. They make everything happen by putting into operation what our Board decide and supporting the work of the Board through the panels and the wider work of the LEP. We employ all our staff through our accountable body, Portsmouth City Council.

Our Business Members are integral to the shaping the work of the LEP. They vote on any changes proposed to our Articles of Association and elect our nine Business Directors to the LEP Board to lead the strategic direction of the organisation. An up-to-date list of our members is **available here**.

If you would like any further information on becoming a Business Member of the Solent LEP, please email us on **info@solentlep.org.uk**

Further information on governance is available here.

3. Solent Strategic Economic Plan and Strategic Objectives

3.1 The Solent LEP Area

The Solent LEP area covers a functional economic geography, spanning approximately 600 square miles of the mainland coastline and the Isle of Wight (IoW). The area is highly urbanised in the eastern half but mostly rural in the west, including the New Forest National Park. The Solent's 340 miles of coastline influence our economy, our people and our identity.

The LEP is well served by transport infrastructure, including the M3, M27, A3, A27 and A31, good national rail links, Southampton International Airport and two major ports.

As at 2018, the Solent population was 1.26 million, with a working age population of 776,500. There are an estimated 588,000 residents in employment in over 42,000 enterprises.



3.2 The Solent LEP economy and our approach to local growth

The Solent region is a global marine and maritime gateway, a critical facilitator for both national and international trade.

Our economic strategy unifies the region's rich history as the globally leading marine and maritime cluster, with its environmental assets and wealth of knowledge capital to increase the economy's prosperity, enhance the thriving visitor economy, and realise our potential for clean growth.

The Solent economic strategy - *Solent 2050* - sets out our vision for the Solent economy in 2050 to be:

“The global leader in maritime and climate change adaptation, with towns and cities that are fantastic places to live, trade and with opportunities for all our communities to flourish.”

Where are we today?

The Solent economy contributed £31 billion in GVA to the UK Economy in 2018, and GVA growth averaged 1% between 2009 and 2017. The Solent is home to a variety of assets that play an important strategic role for the national economy. For example, the Solent is the first point of call on the key Shanghai-to-Rotterdam Sea Super Highway, a gateway for the movement of over £78 billion of goods each year; the UNESCO world heritage site on the Isle of Wight and the New Forest National Park, bolster a strong visitor economy; and the presence of world-class universities help translate innovation into commercial success.

The Solent economy is estimated to have large 'multiplier' effects, both for the local economy and the national economy. Simulations using a bespoke dynamic economic model for the Solent region show that for every £1 of additional investment spending, UK GDP increases by between £2.35 and £3.15. These multiplier effects are substantially larger than the average for the UK as a whole - by a factor of between 1.4 and 1.9. These results show that investment projects in the Solent provide a strong boost to UK GDP and provide good value for money.

These unique strengths make it well-placed to tackle the nationwide productivity challenge.

However, Covid-19 has brought with it challenges for our economy unlike any that have been seen before. The situation is fast moving and we are working to fully understand the economic impact for the Solent, however, it is already clear that the impact will be extreme. The Solent's gateway economy will feel the impact of the closure of global economies more than most, economic resilience will be tested with a forecast 15% fall in national economic output in the period to June 2020 and individual businesses resilience across all sectors will be tested in both the short and longer terms as companies face cash flow challenges, supply chain and workforce disruption and falls in domestic and export markets. It is within this very challenging context that we must consider our priorities for the coming year and focus our resources on securing the fundamental strengths and assets of the Solent that will ensure our economy is able to recover and prosper in the years ahead.



£30.6bn

The Solent is a major contributor, providing £30.6bn GVA to the UK economy

1.0%

The Solent averaged an annual GVA growth rate of 1% between 2009 and 2017



£5.6bn

£77.5bn of imports and exports flow through the Solent every year, of which £5.6bn are directly exported from the region.

£43/hr

The Solent's productivity (£43/hr) is below the South East average of £49/hr



10th in UK

The Solent ranks 10th out of all LEPs for the percentage of its workforce in R&D related professions.

£504k/yr

Manufacturing firms in the Solent spend £504k/yr on innovation, more than the national average of £270k/yr



20.4%

of the Solent's population fall in the older age bracket of 65+, which is higher than the national average of 18.2%.

84.6%

In 2018, the Solent had economic activity of 84.6%, meaning a large proportion of its workforce are in or seeking employment.

3.3 Solent SEP and our strategic objectives to 2021

The Solent Strategic Economic Plan (SEP) – published in 2014 along with its annual updates – set out our economic strategy. However, the SEP expires in 2020 and a key activity of our 2019 Delivery Plan was to develop a new economic strategy, which, itself, also delivers on a requirement from Government for LEPs to each develop Local Industrial Strategies for their respective areas.

As part of this work, we have consulted with over 2,000 people, and over 600 businesses and developed a detailed new evidence base that includes the following:

- Summary of consultation responses
- Solent Economic Profile
- Economic Impact of the Solent Maritime Sector
- Solent 2050 Emerging Evidence Base
- Baseline Forecasts

We have published a Progress Statement, and expect to formally publish our Solent 2050 strategy during 2020.

Ahead of this, and recognising the seismic impact of the Covid-19 pandemic on our economy, the Solent LEP will be preparing a recovery plan for our economy through 2020 and beyond. This will include the provision of sustained support to our business community, skills enhancements through our Skills Advisory Panel to support our resident workforce, and a renewed emphasis on our capital investment programme for the area.

The Solent region is a global marine and maritime gateway, a critical facilitator for both national and international trade. The *Solent 2050 Strategy* unifies the region's rich history as the globally leading marine and maritime cluster, with its environmental assets and wealth of knowledge capital to increase the economy's prosperity, enhance the thriving visitor economy,

and realise our potential for clean growth. The Solent economic strategy – *Solent 2050* – sets out our vision for the Solent economy in 2050 to be ***The global leader in maritime and climate change adaptation, with towns and cities that are fantastic places to live, trade and with opportunities for all our communities to flourish.*** This vision is linked intimately to issues central to the Solent economy; coastal communities and how they can adapt to a changing economic landscape, ensuring growth has wide benefits and our natural assets are protected from the effects of climate change. Expanding on this, our mission to achieve this vision has five emerging priorities:

- 1.** A world-leading marine and maritime economy.
- 2.** Pioneering approaches to climate change and decarbonisation.
- 3.** The UK's capital for coastal renaissance.
- 4.** A thriving visitor and cultural economy
- 5.** Developing a world-class talent base.

In addition, there will be a sixth priority focusing on business environment and taking into account the economic impact of Covid-19. This will be captured in our dedicated economic recovery plan.

Our Local Growth Fund delivery programme and our broader local growth and skills delivery programmes for 2020/21 set out in section 4 will build on the success we have achieved to date and align with the Vision and its five emerging priorities. This, together with the strategic activity we undertake (as set out in section 5) will ensure that we continue the journey towards improving our productivity and levelling-up opportunity across the Solent.

In 2014 we set some ambitious targets in our SEP and the following table captures progress to date:

Output	2014 -2020 SEP Target	2014-2019 Actual
Housing (to 2026)	24,000	6,127
Skills - New Learners	15,000	17,256
Jobs	15,500	38,244
Number of business supported	1,000	2,989
Total Local Growth Investment	£300 million	£141.9 million
GVA (baseline £24 billion)	£30 billion	£31 billion

Therefore we can reflect on the investments we have made to date across our key sectors and in connectivity, innovation, the SME business base and skills and it is clear that the plan is already delivering on its promise to successfully grow the Solent area and put it on a new growth trajectory.

4. Priorities, activities and investment

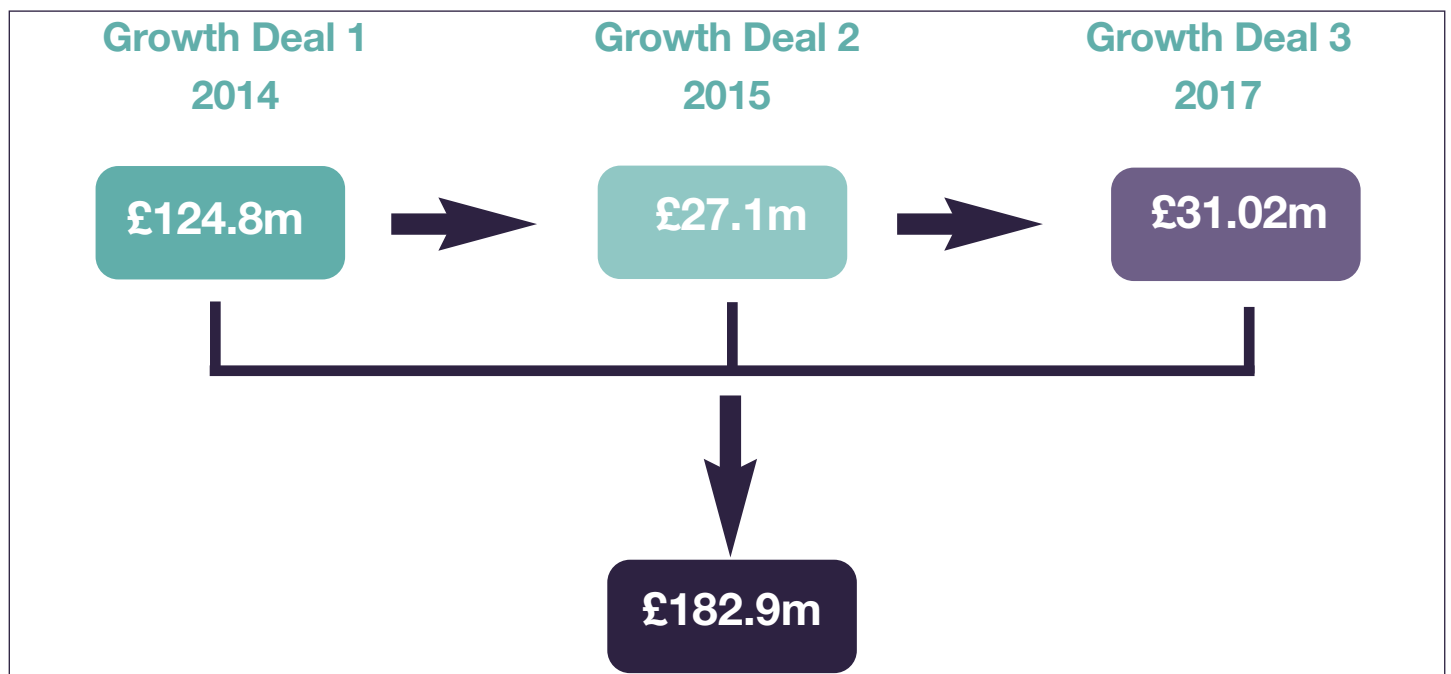
4.1. Local Growth Fund and other Investment Programmes

The Solent LEP has secured £182.9m through the Solent Growth Deal to help create jobs, support businesses and encourage growth.

The total award will see jobs created, homes built and

additional investment attracted to the Solent area.

Funding has been allocated to the Solent LEP through three funding rounds as set out in the diagram below.



Further details on the specific announcements for each of the three funding awards are [available here](#).

In addition to the Growth Deal, the Solent LEP has secured additional funds from the following sources:

Building Foundations for Growth

Established in 2013, the Building Foundations for Growth fund was established by HM Government as a £100 million fund to accelerate development in Enterprise Zones, in recognition of the fact that some Enterprise Zone sites require direct grant support to make them commercially viable for development. Solent LEP secured a total of £7,090,000 for the development of key enabling infrastructure on the Solent Enterprise Zone at Daedalus.

Infrastructure to Support House Building

HM Government granted Solent LEP a total of £7,675,921 in

order to contribute to essential public infrastructure at Centenary Quay, including river works, public realm improvements, ecological works and a district heating network. This will support the development of 342 housing units and 500m² of commercial floor space.

Skills Advisory Panel funding

Skills Advisory Panels (SAPs) are a key initiative under HM Government's Industrial Strategy to address mismatches between skills supply and employer demand more effectively. The aim of SAPs is to support new local partnerships comprising of local employers, skills providers and local government to pool knowledge on skills and labour market needs, and to work together to understand and address key local challenges. HM Government have provided Solent LEP with funding of £75,000 for the purpose of building capacity, growing local capability

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sustainably and for producing high quality analysis to underpin the work of the SAP.

Careers & Enterprise Company

The Careers & Enterprise Company was established in 2015 to help link schools and colleges to employers, in order to increase employer engagement for young people.

To date, Solent LEP has secured grant funding totalling £540,000 and is matching this with £515,000 from its own resources in order to deliver a comprehensive programme of activity, aimed at unlocking the potential of the Solent's young people by strengthening interactions between employers and schools.

4.1.1 Business Support

As Solent Businesses work to mitigate the impact of Covid-19, the Solent LEPs role in supporting our business community has never been more important. The Solent LEP is redirecting all available resource to prioritise business support during the peak of the pandemic and the Solent LEP Board are meeting regularly to review and respond dynamically to this fast moving situation. Accordingly, activity undertaken to support Solent businesses mitigate the impact of Covid-19 is expected to further evolve following publication of this delivery plan and we will be publishing an economic recovery plan shortly.

Following the response to the pandemic, and subsequent support activity during the recovery phase, the Solent LEP continues to aspire to the Solent being the best place to start and grow a business, and to be a global draw for pioneers and

innovators. We will drive productivity in businesses of all sizes by increasing collaboration, building skills and ensuring everyone has the opportunity of good work and high-paying jobs. We will create a business environment equipped for the challenges and opportunities of new technologies and ways of doing business. The Solent LEP Growth Hub will continue to support all businesses throughout the Solent, offering independent advice and signposting. The Solent LEP Growth Hub is a free, impartial business support service operating a suite of services that include consultation and signposting support, funding and finance search, high growth, business resilience and increasing productivity intensive programmes, inclusive entrepreneurship and business support eco system co-ordination.

Solent Growth Hub

Growth hubs work with local and national, public and private sector partners. Our Growth Hub is working with partners - such as the Chambers of Commerce, the Federation of Small Businesses, universities, Enterprise Zones, and banks, and in partnership with 3 neighbouring LEP's, to co-ordinate local business support, including EU exit and transition support, and connecting businesses to the right help for their needs. Throughout 2020/21, our Growth Hub will provide critical support to SMEs in response to the Covid-19 pandemic, including connecting businesses with the support needed to survive and delivering a programme of activity to enhance business resilience. The Growth Hub is locally driven, locally owned and at the heart of HM Government's plan to ensure business support is simpler, more joined up and easier to access.

Our priorities for the coming year for Business Support are set out in the following table:

Objective	Activity	Outputs and milestones
Support Solent Businesses mitigate impact of Covid-19 pandemic	Establish Solent Task Force	Taskforce in place to include all Solent Local Authorities and major business representative organisations by April 2020
	Ensure continued operation of Solent LEPs Growth Hub business support service	Remote working established for all staff by April 2020
	Enhance business support capacity to meet increased demand and increase operational resilience	Establish joint business support team to include staff from LEPs strategy and skills teams
	Establish bespoke online Coronavirus Hub to signpost information for businesses	Coronavirus Hub established by April 2020
	Provide business intelligence to HM Government on economic impact of Covid-19 in Solent economy	Weekly returns submitted until further notice
	Launch new funding support for Solent Small and Micro-businesses	Crowdfunding campaign launched by April 2020

Objective	Activity	Outputs and milestones
Support Solent Businesses mitigate impact of Covid-19 pandemic	Launch new funding support for Solent Small and Micro-businesses	<p>Launch funding support for rural SMEs on Isle of Wight by April 2020</p> <p>Launch support to enable SME remote working by April 2020</p>
	Provide resources for SME businesses to enhance resilience	<p>Launch Business Resilience Programme by April 2020</p> <p>Launch Business Resilience toolkit and associated online resources by April 2020</p>
Enhance the economic resilience of the Solent economy	Develop an economic recovery plan for the Solent area	Economic Recovery Plan published by autumn 2020
Continue to support start-ups and established businesses to grow	Promote the SME focused Solent Prosperity Fund to secure applications for start-up and SME high growth businesses.	Subject to affordability, launch further rounds of the Solent Prosperity Fund.
	Strengthen support for rural SMEs, including continued successful delivery of the Isle of Wight Rural Fund in partnership with Natural Enterprise.	Invest in a minimum of 10 businesses and create a minimum of 28 new jobs by March 2021.
	Continued investment in 2020/21 to enable the Solent Growth Hub to provide a range of support services to Solent Businesses.	<p>Reach more than 40,000 business contacts to provide signposting to business support services.</p> <p>Facilitate 60 business support workshops and clinics through our business support network and partners.</p> <p>Provide intensive support to accelerate growth, improve productivity, build business resilience and help access funding and finance to 64 businesses.</p> <p>Increase our business support enquiry rate from female entrepreneurs to 50% through our inclusive entrepreneurship programme.</p>
Support Solent businesses to identify opportunities post the exit from the EU	Expand our strategic partnerships with local business support organisations.	Increase our total strategic partnerships to 30 during 2020. Re-launch our Brexit toolkit to focus on business resilience by May 2020.

Objective	Activity	Outputs and milestones
Support Solent businesses to identify opportunities post the exit from the EU	Expand our strategic partnerships with local business support organisations.	Launch a new funding and finance search support offer by July 2020.



4.1.2. Infrastructure

With three islands, three peninsulas and the Solent waterway, our economy is inextricably influenced by its coastal geography. Overlaid on this is a growing population, the most urbanised area of southern England outside London, and outstanding natural environmental, cultural and heritage assets, resulting in a complex and unique geography.

The Solent also has a range of major opportunity areas that have the potential to drive forward economic growth, deliver much needed housing, and level-up opportunity, including along the Waterside in the New Forest, Welborne in Fareham, in our two great southern cities - Portsmouth (Tipner West) and Southampton (Mayflower Quarter), on major brownfield sites around Southampton Airport, at One Horton Heath, and on public land that has either recently been or is planned to be divested of in Gosport and on the Isle of Wight.

The impact of the Covid-19 pandemic has resulted in a need for the Solent LEP to prioritise immediate resource and

investment in our business support activity. However, the Solent LEP is also committed to supporting businesses beyond the short-term response to the Covid-19 pandemic and will be preparing a recovery plan for our economy through 2020 and beyond. This will include a renewed emphasis on our capital investment programme for the area that will secure the new homes our communities need to grow and flourish, the new innovation that will ensure our world-leading industries bounce back to the forefront of the global stage and new links that will physically and literally renew the ties that bind us together. This plan will be published during 2020 and provide further details in relation to this.

However, the following section reflects early opportunities identified for investment. Alongside the impact of Covid-19 on our activity, we are also mindful of the impact on our delivery partners and we will be working with them to identify where delivery may be delayed. As a result, all delivery milestone dates remain subject to change and an update will be provided in our economic recovery plan.

Objective	Activity	Outputs and milestones
Support and accelerate the delivery of housing to build sustainable communities	Continued investment of up to £14m in order to support the continued delivery of the North Whiteley development.	Extension of Bluebell Way during 2020. 325 new homes to be completed by the end of March 2021.
	Continued investment of up to £7.675m in 2020/21 in order to support the ongoing delivery of Phase 4 of the Centenary Quay development.	Delivery of 342 new homes during 2020, facilitated by investment into the key public infrastructure for the scheme.
	Continued investment of up to £2.5m in 2020/21 in order to facilitate delivery of a Full Business Case for the M27 Junction 10 Project, which has been identified by local partners as critical enabling infrastructure for the 6,000 home Welborne Garden Village development.	Delivery of Full Business Case during 2021.
Support Coastal Communities	Continued investment to support the delivery of Stubbington Bypass.	Construction of new carriageway, drainage and services, traffic management measures and structural landscaping (to enable new bypass opening in 2021/22).
Strengthen the pipeline of infrastructure projects	Review the Solent Prosperity Fund to secure applications for transformational large scale infrastructure projects.	Review round six and seven of the Solent Prosperity Fund.
Support the Solent to be the leading gateway for innovative and sustainable heat and power solutions	Work through the South West Energy Hub to ensure the Solent area and its businesses access opportunities to develop innovative heat and power proposals.	Secure investment from the South West Energy hub to develop at least one of the ideas identified in the Solent Energy Strategy by March 2021.
Improve transport and digital connectivity in the Solent	Work with the private, academic and public sectors to develop private sector-led proposals for water taxi use on Southampton Water.	An employee survey of those business / organisations who have expressed an interest in using a water taxi on Southampton Water, to better understand demand and spatial distribution. Options analysis for a private sector-led Southampton Water taxi service.

Objective	Activity	Outputs and milestones
Improve transport and digital connectivity in the Solent	The Solent LEP has an ambition to make up to £5.69m of investment available to Hampshire County Council to the end of 2020/21 for the A326 junction improvements scheme, contributing to the resilience of the existing highway network and relieving congestion on the key inter-urban road corridor, and improving connectivity for our coastal communities.	Improvements to eight junctions at the southern end of A326 and on the B3053 by July 2021.
	Working through Transport for South East, contribute to the development of a long-term strategic programme of transport measures across the south east.	Playing an active role in the work of Transport for South East, including input to the Transport Strategy which will be finalised after the 2020/21 year and emerging Area Based strategies.
	Exploring the development of a full-fibre strategy to better connect our coastal communities.	Position update by March 2021.
	The Solent LEP has an ambition to make up to £0.7m of investment available in 2020/21 to South Western Railway towards the re-instatement of a passing loop at Brading station. This forms a key part of DfT's wider £27.8m investment programme in the Island Line's infrastructure.	Brading Loop brought into service during 2020/21, facilitating the operation of an even 30-minute interval train service, making the service easier to understand and better aligned with the schedules of ferries and other transport modes. This will make rail a more attractive and sustainable travel option.
	Lead work to establish the Solent Offshore Wind Sector Clusters.	Establish the Solent Offshore Wind Sector cluster by June 2020.
Strengthen the evidence base to better understand the specific economic infrastructure opportunities and challenges in our coastal communities	Work with Havant Borough Council and wider partners to develop an Infrastructure Investment Plan for Havant Borough.	Infrastructure Investment Plan to be published by autumn 2020.
	Work with the Fawley Waterside Partnership and wider partners from across the New Forest to develop an Infrastructure Investment Plan for the New Forest.	Infrastructure Investment Plan to be published by the end of 2020/21.
Strengthen the evidence base to better understand the value of our natural capital	Work with Fawley Waterside, the New Forest National Park Authority, and the New Forest District Council to develop an innovative assessment of Natural Capital in the New Forest.	New Forest Natural Capital Study published by the end of 2020/21.

Objective	Activity	Outputs and milestones
Strengthen the Solent's resilience to climate change	Work with Portsmouth City Council on the new growth aspects of the Full Business Case for the Southsea Flood Defence project.	An Annexe to the Full Business Case for the Southsea Flood Defence project setting out new growth that will be unlocked to be completed by end April 2020.
Support decarbonisation of the Solent economy	Work with ABP and partners to develop a Full Business Case for shore to ship power at the Port of Southampton.	A Full Business Case to evidence the deliverability and value for money of shore to ship power at the Port of Southampton by the end of April 2020.

4.1.3 Skills

There has been a change in direction of national skills policy and the pace and scale of change in the macro-economic environment has been seismic, with the ever-increasing pace of technology change, the advent of the Fourth Industrial Revolution, and of course, the UK having left the European Union on 31 January 2020.

The exit from the EU will have implications for the Solent labour market going forward, both in terms of workforce supply and demand. The Solent needs to respond and adapt to remain comparative on a global stage, particularly in relation to our sectoral strengths to ensure that our position of advantage and strength is advanced further.

In 2019, the LEP established the Solent Skills Advisory Panel (SAP), to support us to fulfil our local leadership role in the skills system by helping them understand their current and future skills needs and labour market challenges.

A detailed Local Skills and Labour Market analysis, which forms

part of our evidence base for Solent 2050, will underpin the Solent Skills priorities is in development.

The emerging analysis has identified four key areas of focus: replacement demand; the impact of autonomy; the need to strengthen softer skills within the workforce, and graduate retention.

We are also mindful that the impact of Covid-19 on the Solent's skills base is significant; from the impact on individuals through to the challenges faced by our education sector. We are convening our Skills Advisory Panel to consider this impact and the support required moving forward and this work will form a key element of our economic recovery plan to be published during 2020. In the interim to this, the following section provides an update on activity we hope to bring forward during 2020/21. Similar to our capital infrastructure programme, the delivery milestone dates for our skills activity remain subject to change as we work to understand the impact of Covid-19 on our delivery partners and an update will be provided within our economic recovery plan.

Objective	Activity	Outputs and milestones
Support and accelerate the delivery of skills and training infrastructure projects	Continued investment up to a total of £7.4m to further the transformation of the internationally renowned Warsash School of Maritime Science and Engineering.	131 jobs already safeguarded and 120 new learners already in courses leading to a full qualification, with a further 137 to follow by March 2021.
	Continued investment up to a total of £2.8m to support the construction of Fareham College's new Civil Engineering Training Centre, based at the Solent Enterprise Zone.	236 new apprenticeships already established, with a further 340 to follow by March 2021.

Objective	Activity	Outputs and milestones
Strengthen links between schools, colleges and business to improve the careers offer in the Solent	Continue development of the Solent Careers Hub (East) covering Gosport, Fareham, Havant and Portsmouth and Careers Hub West (covering Southampton, Eastleigh, New Forest and the Isle of Wight) as one Solent Careers Hub.	By the end of 2020/21 <ul style="list-style-type: none"> ● 74 schools and colleges engaged with the Hub ● All Hub Schools/Colleges with a careers plan in place.
	Working in partnership with Maritime UK, develop a careers outreach programme for the Solent maritime sector.	<ul style="list-style-type: none"> ● Recruit a careers and outreach manager ● Develop a careers and outreach plan for the Solent area by autumn 2020.
Strengthen the role of the Solent as a world-leading training centre	Work with Solent University and partners to develop a Full Business Case for the Solent University, Warsash School of Maritime Science & Engineering (WSMSE): Safety Training Centre.	A Full Business Case to evidence the deliverability and value for money of the Solent University, Warsash School of Maritime Science & Engineering (WSMSE): Safety Training Centre by the end of April 2020.
Strengthen the pipeline of skills and research infrastructure projects	Review the Solent Prosperity Fund to secure applications for transformational large scale employer-led skills and training projects.	Review round six and seven of the Solent Prosperity Fund.
Strengthen partnership working and engagement between skills and training providers and industry	Further strengthen the Solent Skills Advisory Panel by recruiting two additional private sector members.	<p>Complete recruitment to the Solent SAP by Spring 2020.</p> <p>Publish the Solent Local Skills and Labour Market analysis by end April 2020.</p>
Develop a clear pathway to securing the skills and talent the Solent requires to raise productivity	Informed by the Local Skills and Labour Market Analysis and the Solent 2050 strategy, develop a new Skills Strategy through the Solent Skills Advisory Panel.	Develop and publish a new skills strategy for the Solent by the end of July 2021.

New innovation centre by QinetiQ



4.1.4. Innovation

We have major innovation assets here in the Solent, with three Universities, national research assets such as the National Oceanography Centre and the Cancer Immunology Centre, and globally renowned training facilities such as the Warsash School of Maritime Science and Engineering.

Together, the three Solent Area Universities directly employ around 9,850 full time equivalent staff, have a combined full-time student population of around 56,100, and a combined turnover of more than £0.9 billion. They generate £4.2 billion GVA and support around 52,300 jobs across the UK, including £2.1 billion GVA and around 33,000 jobs in the Solent LEP area. Perhaps even more importantly, the Universities are a key source of innovation and provide a vital anchor for knowledge

intensive activity and employment in the region.

Our industrial base also provides the business zeal to commercialise ideas within the innovation ecosystem.

With three Universities as a driving force for Solent innovation, Covid-19 is expected to have significant implications for the area. Office for Budget Responsibility analysis has indicated that education may be the hardest hit sector in terms of output losses and Universities UK are expected to the sector nationally to see more than £7bn in losses across the next two years. We will be working with our Universities and other innovation assets as we develop our economic recovery plan to be published during 2020 and, similar to our wider capital infrastructure programme, the delivery milestone dates for our innovation activity remain subject to change as we work to better understand the impact of Covid-19.

Objective	Activity	Outputs and milestones
Support and accelerate the delivery of innovation infrastructure projects	Continued investment up to a total of £5m to support the development of the Innovation and Collaboration Hub at QinetiQ’s National Maritime Systems Centre in Portsmouth.	Facility to open during 2020.
Strengthen the pipeline of infrastructure projects	Review the Solent Prosperity Fund to secure applications for transformational large scale innovation projects.	Review rounds six and seven of the Solent Prosperity Fund.

Objective	Activity	Outputs and milestones
	Jointly develop with the Isle of Wight Council Innovation Wight project, to realise a new £1.75m innovation centre at Northwood to create 250 new jobs through state-of-the-art space for start-ups and existing businesses.	Identify delivery options for a sustainable innovation centre on the Isle of Wight by the end of December 2020.
Support the commercialisation of new ideas in the Solent	Explore opportunities for commercialising new ideas generated in the Solent through the LEP-funded Zero to One programme, run by the University of Southampton's Web Science Institute.	Funding committed to a minimum of 12 projects by March 2020, leading to the creation of four new businesses and 40 new jobs by the end of March 2021.
Actively support the convening and promotion of innovation in the Solent	Continue to support and sponsor Venturefest, working with organisers to deliver a showcase event for the region pairing innovative entrepreneurs with investors.	Continue role as a founding partner of Venturefest, with next event to take place by October 2020.

4.1.5 Strategic sectors

The Solent has major sector strengths that differentiate it from other parts of the UK economy and mean that the Solent can play a key role in raising UK productivity and compete on a global stage. The marine and maritime sector, anchored around our two ports, is the Solent's most obvious strength, and most significant cluster, contributing around 19% to GVA, and employment of over 120,000 people.

However, the economy is diverse and Solent LEP is working to develop strategic investment approaches to other sectors including the visitor economy and creative and cultural sectors.

The Solent has a strong visitor offer, both for short and longer stays. There are key opportunities linked to the New Forest National Park, the Isle of Wight, our maritime heritage, cultural offer and the cruise industry. The visitor offer is intrinsically linked to the promotion of the Solent and how it is perceived as a place. In addition, there is a recognition that the Solent is home to a number of world-class natural assets which are distinctive and, by their very nature, support the area's unique position as a gateway hub and visitor destination. This is an

important cross-cutting theme that is reflected in our investment in the other priority areas of infrastructure, innovation, skills and business support.

It is recognised that the sectors that will shape our lives in the years ahead have not yet been created; we need to provide the conditions to enable future technologies and entrepreneurial endeavours here in the Solent.

Equally, we recognise that some of our strategic sectors are likely to be those hardest hit by the Covid-19 pandemic. In particular, our visitor economy and international gateways will face challenges as a result of travel restrictions introduced by Governments around the world and we are working with Maritime UK and local partners to better understand the impact and support needed by our maritime sector. This activity will form a key part of our economic recovery plan and the emerging business plan for Maritime UK Solent. The following section sets out our ambitions for activity in the coming year, recognising that Covid-19 may have an impact on our ability to attend future events to promote our assets and on the delivery milestone dates for our capital investments.

Objective	Activity	Outputs and milestones
Lead regional Maritime UK cluster activity	<p>Convene Maritime UK Solent to lead work in relation to identifying and mitigating the impact of Covid-19 on the Solent's maritime sector, including surveying Solent Maritime businesses.</p> <p>Continue to chair the Maritime UK Regional Cluster Meetings, ensuring the Solent plays a full and active role in the delivery of the Maritime 2050 Strategy.</p>	Chair meetings on a quarterly basis.

Objective	Activity	Outputs and milestones
Strengthen and formalise the role of Maritime UK Solent	Work with local businesses, Local Authorities, academia and Maritime UK to formalise Maritime UK Solent.	Hold a workshop of the Shadow Board of Maritime UK Solent to agree priority functions and agree form by end April 2020. Publish a Business Plan for 2020/21 by autumn 2020.
Promote the Solent's marine and maritime assets at both a national and international level	Through membership of Maritime UK Council promote the area on a national and international scale.	Promote Solent's maritime assets internationally through US and UK Global Trade Forum during autumn 2020. Publish an analysis of Maritime Businesses in the Solent by July 2020.
Ensure the Maritime Sector is at the forefront on new policy interventions and investment to underpin coastal renaissance	Convene partners from across the Solent to consider and develop a Freeport or Free Zone in the Solent.	Commission feasibility work to consider, objectively, options for a Freeport or Free Zone in the Solent by end May 2020. Respond to the Treasury / Department for International Trade Freeport Consultation by July 2020. Work with partners to develop and submit a proposal to Government for a Freeport or Free Zone in the Solent in Summer 2020.
Support the Delivery of the Clean Maritime Plan	Work with ABP and wider partners to consider opportunities for shore to ship power at the Port of Southampton, supporting air quality improvements and decarbonisation.	Develop a Full Business Case for Shore Power at the Port of Southampton by end of April 2020.
Better understand the contribution of the creative and cultural sector to the Solent economy	Produce a report to evidence the economic impact of the Creative and Cultural sector in the Solent.	Publish a report on the role of the Creative and Cultural sector within the Solent economy by July 2020.
Develop a clear pathway to recover and grow the Solent visitor economy	Working with partners, and informed by Solent 2050, develop and deliver a new strategy to promote our visitor economy - focusing in on our heritage, environmental and cultural assets at a national and international level.	Development of a visitor economy recovery strategy to be published in March 2021.
Support the development of the Solent's High Tech Creative Cluster	Work with University of Portsmouth and partners to develop a Full Business Case for the Centre for Creative and Immersive XR (CCIXR).	A Full Business Case to evidence the deliverability and value for money of the Centre for Creative and Immersive XR (CCIXR) by the end of April 2020.

5. Strategic Activity

5.1 Solent 2050

The Solent LEP is committed to supporting businesses beyond the short-term response to the Covid-19 pandemic and will be preparing a recovery plan for our economy through 2020 and beyond. This will include the provision of sustained support to our business community, skills enhancements through our Skills Advisory Panel to support our resident workforce, and a renewed emphasis on our capital investment programme for the area that will secure the new homes our communities need to grow and flourish, the new innovation that will ensure our world-leading industries bounce back to the forefront of the global stage and new links that will physically and literally renew the ties that bind us together.

Alongside our immediate work to support businesses and subsequent work to assist with the economic recovery of the Solent area, we remain committed to bringing forward a new

ambitious and long-term vision and strategy for the area: Solent 2050. The Solent region is a global marine and maritime gateway, a critical facilitator for both national and international trade. Our economic strategy unifies the region's rich history as the globally leading marine and maritime cluster, with its environmental assets and wealth of knowledge capital to increase the economy's prosperity, enhance the thriving visitor economy, and realise our potential for clean growth.

The Solent economic strategy - Solent 2050 - sets out our vision for the Solent economy in 2050 to be: ***The global leader in maritime and climate change adaptation, with towns and cities that are fantastic places to live, trade and with opportunities for all our communities to flourish***

Solent 2050 represents a major opportunity to put our region on the path to realise its potential as a world-renowned economic cluster by 2050.

Objective	Activity	Outputs and milestones
Enhance economic resilience of the Solent economy	Develop an economic recovery plan for the Solent area	Economic Recovery Plan published by autumn 2020
Develop and publish a compelling, evidence-based, and ambitious economic Strategy for the Solent	Test the draft Solent 2050 Strategy with stakeholders and invite public comment.	<p>Convene Solent business representative organisations to provide feedback on the strategy during 2020.</p> <p>Host four area-based workshops in New Forest, Isle of Wight, Portsmouth and Southampton during 2020.</p> <p>Hold sessions on the draft Solent 2050 Strategy with schools in the Solent during 2020.</p> <p>Publish an online survey to invite public comment on the Solent 2050 Strategy during 2020.</p>
	Convene the Solent Prosperity Panel to test the draft Solent 2050 Strategy.	Hold a meeting of the Solent Prosperity Review Panel in 2020.
	Agree a final Solent 2050 with HM Government.	Ambition for final Strategy to be agreed during 2020.

5.2 Corporate Priorities

The Solent LEP is registered as a company limited by guarantee and was incorporated on 18 March 2011.

Details on the governance arrangements for the Company are set out in the Company's Articles of Association, which are **available here**.

All LEPs are required to work within the National Local Growth Assurance Framework. This sets out HM Government's guidance for individual LEPs to develop their own Local Assurance Framework. This section describes the Corporate Priorities for the LEP in the 2020/21 year.

5.2.1 Implementation of the Local Enterprise Partnership Review

As noted in Section 1, the National Local Growth Assurance Framework builds upon the Government's previous National Review into LEPs, *Strengthened Local Enterprise Partnerships (July 2018)*, which set out Government's expectations of the roles and responsibilities of LEPs.

This document outlines how LEPs should appraise, monitor and evaluate schemes to achieve value for money.

In *Strengthened Local Enterprise Partnerships*, the Government set out that LEPs should focus on the following four activities to support the development and delivery of their Local Industrial Strategy:

- Strategy: Developing an evidence-based Local Industrial Strategy that identifies local strengths and challenges, future opportunities and the action needed to boost productivity,

earning power and competitiveness across their area.

- Allocation of funds: Identifying and developing investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impacts of its activities to improve productivity across the local economy.
- Co-ordination: Using their convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public and third sectors.
- Advocacy: Collaborating with a wide-range of local partners to act as an informed and independent voice for their area.

In delivering on the requirements of the National Local Growth Assurance Framework and Strengthened Local Enterprise Partnership publication, we will:

Objective	Activity	Outputs and milestones
Enhance accessibility of information on the LEPs services, activities and decision making	Launch a new Solent LEP website to simplify access to information.	New website launched by autumn 2020.
Contribute to the development of a self-regulating LEP sector	Work with the LEP Network to support and develop a peer-to-peer review network.	First peer-to-peer review to be completed by the end of 2020.
Further strengthen the business leadership of the LEP	Establish the Solent Business and Higher Education Forum.	By autumn 2020.
	Review LEP Board and panel composition in line with National Assurance requirements, including recruitment of the LEP Chair.	By October 2020.
	Increase the private sector representation further on the Board in line with National Assurance requirements.	By early 2021.
	Support the development of a more diverse LEP Board and Panels including work with the Women in Business Initiative.	Secure equal female representation on our Board by 2023 and broaden the diversity of all LEP Panels and Forum.

5.3 Stakeholder Engagement, Convening Power and Advocacy

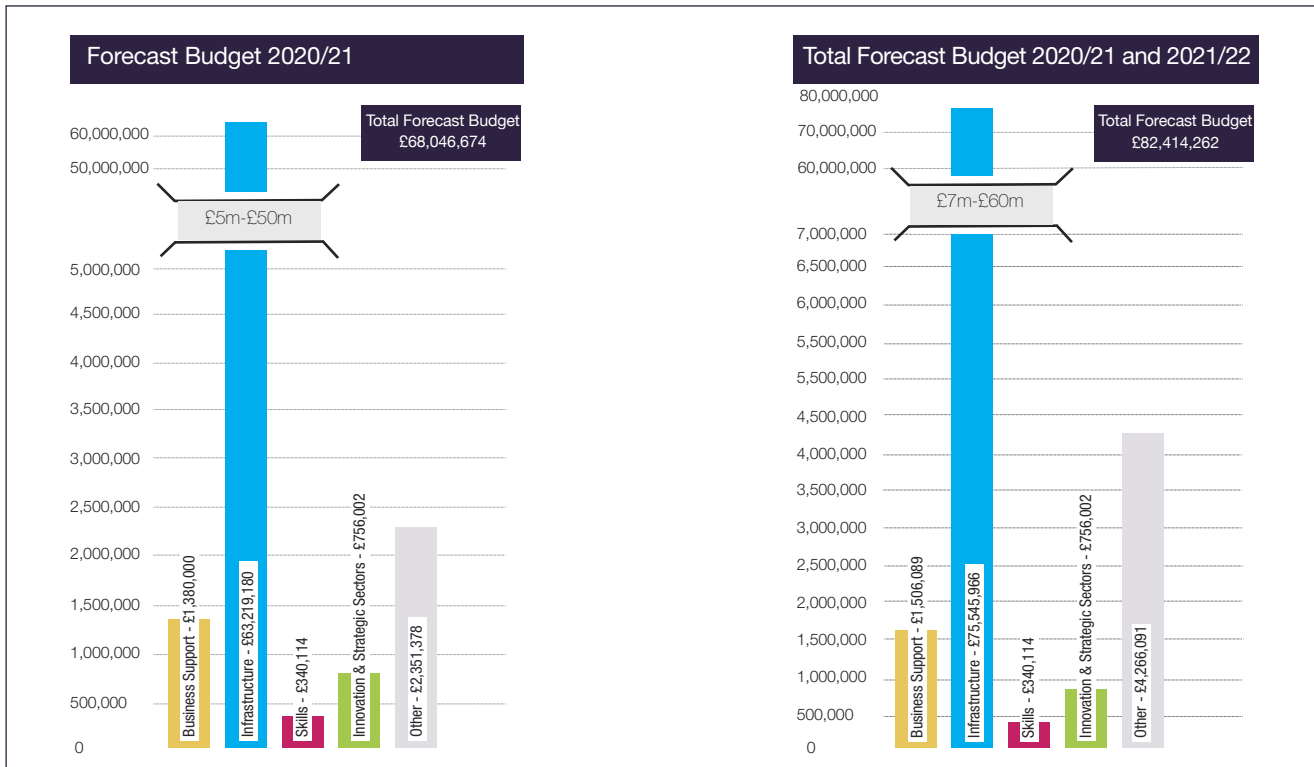
As noted before, one of the four areas of focus for LEPs is in relation to using their convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public (including education) and third sectors. This is a key area of our activity and will be central to the development of the Solent Local Industrial Strategy and our response to the Covid-19 pandemic.

In 2020/21 we will:

Objective	Activity	Outputs and milestones
Strengthen LEP Member engagement	Convene an Annual General Meeting for all Solent LEP Members.	By March 2020.
Strengthen stakeholder engagement	Publish a big picture of the Solent: a visual representation of the area developed in collaboration with a diverse range of local stakeholders to stimulate further engagement and support the vision for Solent 2050.	By spring/summer 2020.
	Renew the Solent LEP website, incorporating the Solent Growth Hub and the Solent Enterprise Adviser activity.	Renewed website expected to be launched by autumn 2020.
Broaden use of convening powers on a local, regional and national basis	Strengthen cross-LEP working via the South Western LEPs Energy Hub and Southern LEPs groupings.	Attendance at quarterly meetings throughout 2020/21.
	Continue to facilitate Maritime UK Solent and hold associated annual event.	To be established by the Board of Maritime UK Solent with active involvement of the Solent LEP.
	Continue to engage with the LEP Network.	Attend meetings and play an active role in LEP Network sub-panels.
	Work with Local Authorities to support Solent Leaders Forum, PfSH and Solent Transport.	Attend Solent Leaders Forum on a quarterly basis. Attend PfSH and Solent Transport Joint Committees on bi-monthly and quarterly bases respectively.
	Convene women in business support networks in order to create a peer-to-peer facility across the Solent region.	October 2020.
	Convene local partners to ensure coordinated response to the Covid-19 pandemic	Establish Solent Coronavirus Task Force, convene Solent Leaders Forum and Skills Advisory Panel by April 2020

6. Funding, Finance and Performance

6.1. Financial forecasts to 2021 and 2022



Sources of funding

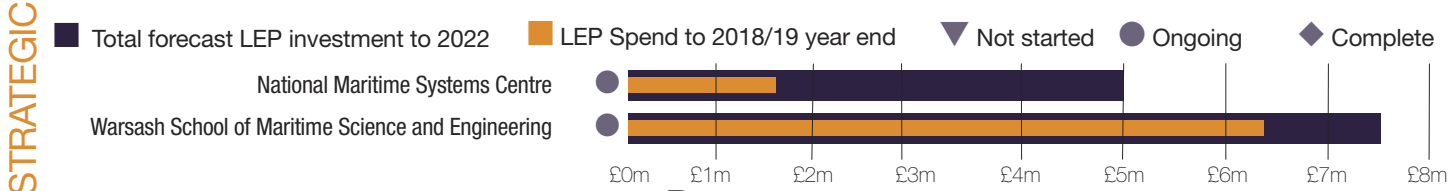
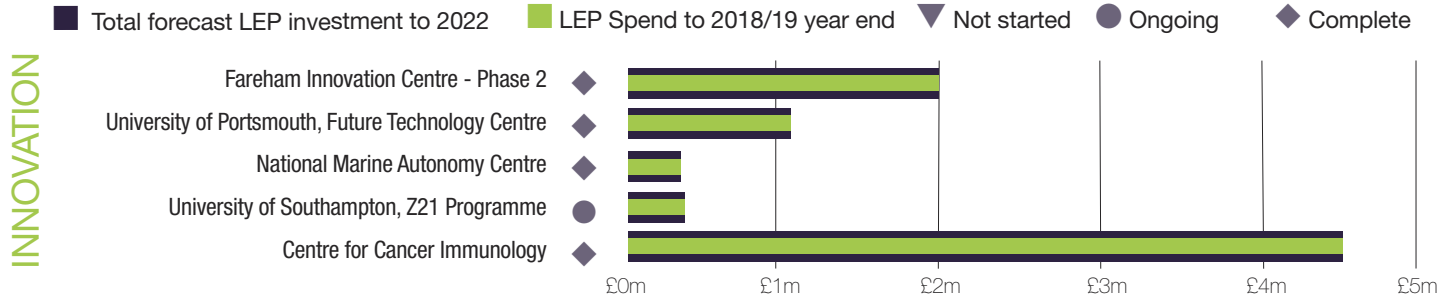
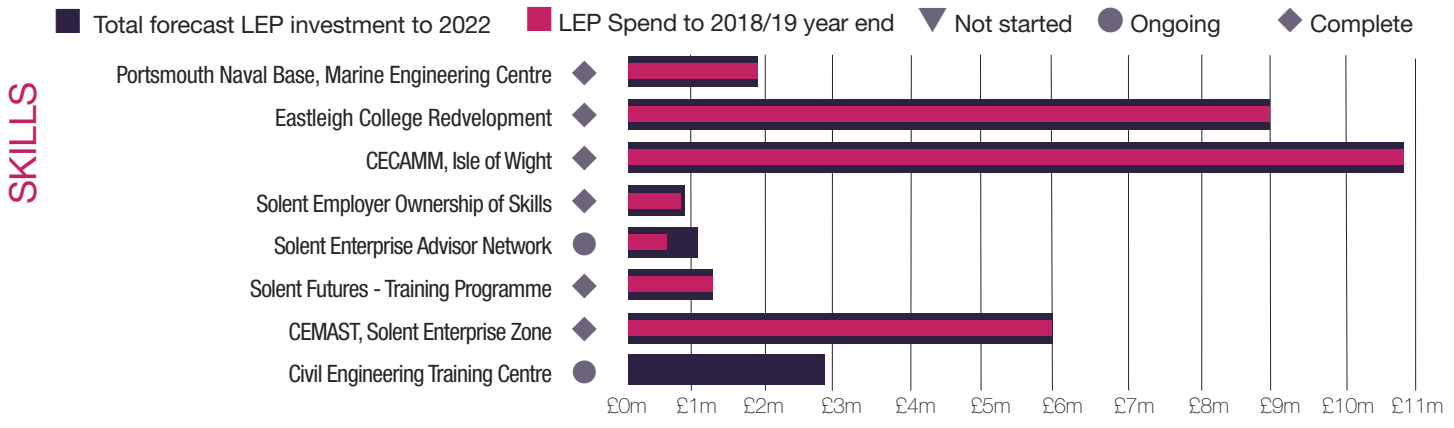
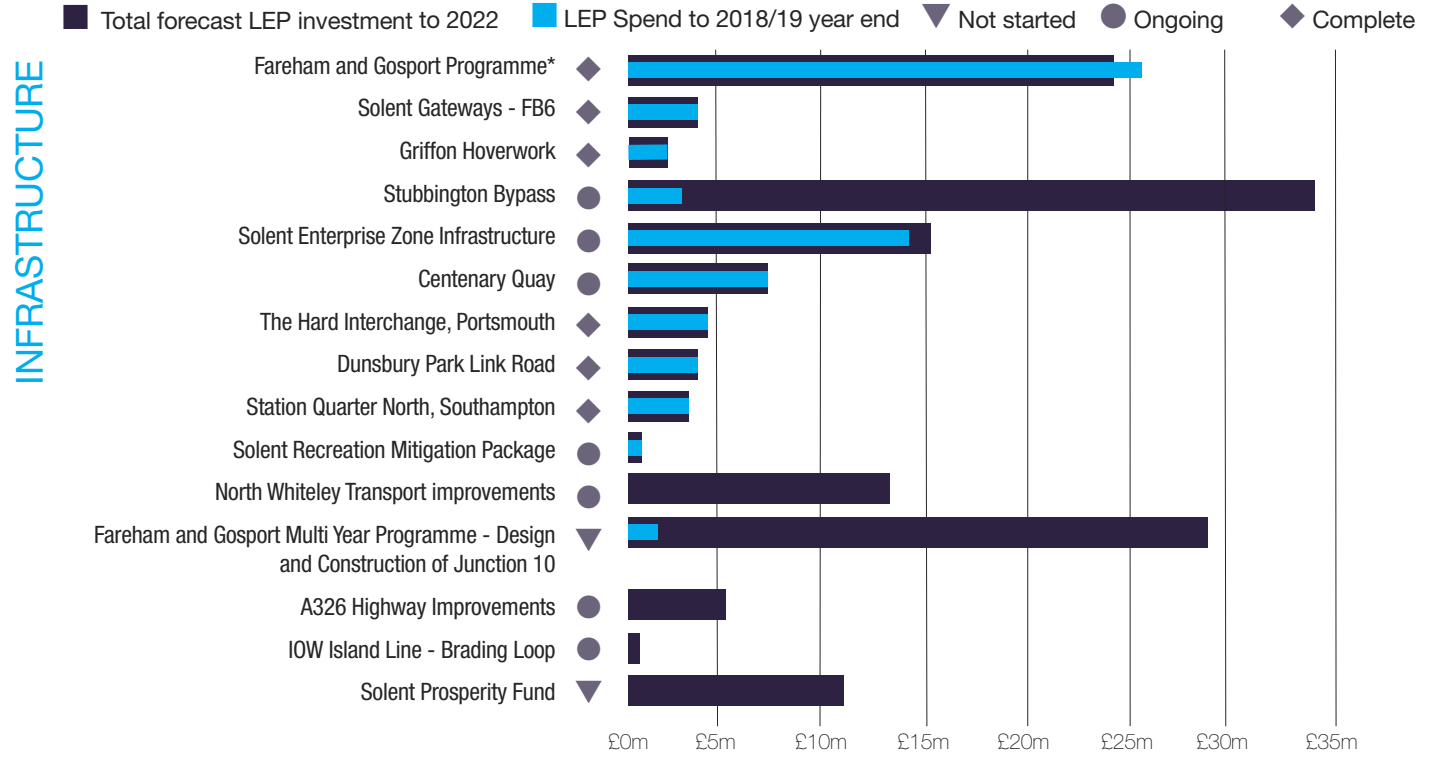
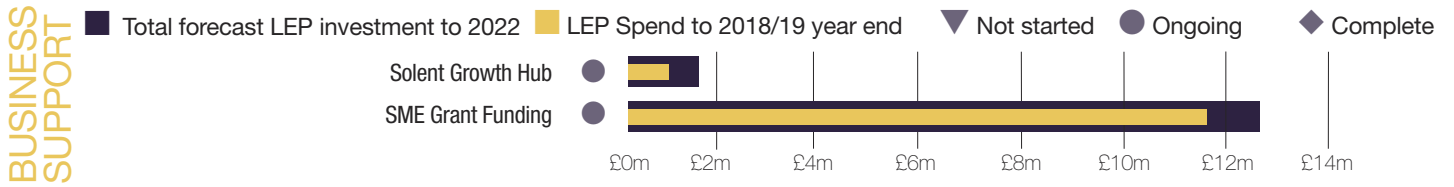
Source of Funding – £	Budget 2020/21	Budget 2021/22	Total Forecast Budget 2020/21 and 2021/22
Other Government Funding Programmes	£622,783	£0	£622,783
Solent Growth Deal	£63,488,048	£0	£63,488,048
Solent Growing Places Fund	£2,587,746	£12,948,521	£15,536,267
Central Government Funding	£1,150,752	£555,000	£1,705,752
Other	£197,345	£864,068	£1,061,413
Totals	£68,046,674	£14,367,589	£82,414,263

Figures from LEP Finance Report - March 2020 Board Meeting



Summary Outputs Table

Output	2020 -2021 Forecast	Current forecast for 2021-2022	Total Forecast
Housing	2,530	2,080	4,610
Skills - new learners	4,847	3,869	8,716
Skills - new floorspace	3,200 m ²	0 m ²	3,200 m ²
Jobs	2,554	2,219	4,745
Businesses supported	510	510	1,020
LEP Investment	£53,075,812	£10,757,629	£63,833,441



Data taken from LEP finance report – March 2020 Board meeting

* LEP spend for 2018/19 year-end is currently higher than total forecast LEP investment, due to loan funding scheduled for repayment to the LEP during 2020/21.



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#solent2050

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