

PORTLAND TOWN COUNCIL

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24th February 2016

To: All Members of the Partnership

MARINE, ENVIRONMENT & TOURISM PARTNERSHIP

Dear Member

You are hereby summoned to attend a **MEETING** of the **MARINE, ENVIRONMENT & TOURISM PARTNERSHIP**, to be held at **EASTON METHODIST CHURCH HALL, EASTON, PORTLAND** on **WEDNESDAY, 2ND MARCH 2016**, commencing at 7.00 pm when the business set out below will be transacted.

It is the Council's intention that all meetings of the Council and its Committees be recorded aurally.

Yours sincerely

Catherine Bennett
Assistant Town Clerk

AGENDA

- 1. Apologies for Absence**
- 2. Declarations of Interest** – to receive any declarations from Councillors or Officers of pecuniary or non-pecuniary interests regarding matters to be considered at this meeting, together with a statement on the nature of those interests
- 3. Minutes of the Last Meeting held on 2nd December 2015**
(see attached)
- 4. Minute Update and Matters Arising**
- 5. Dorset Local Access Forum** – to receive information from Tara Hansford on current events
- 6. Dry-Stone Walls** – to receive any reports of progress on finding walls to repair and liaising with the colleges for training.
- 7. Neighbourhood Plan** – to receive a report from Andy Matthews on the Economic Vision (e-mail attachments only)
- 8. West Weares Clean Up** – to give information related to the coastal revival fund (see attached)
- 9. Queen's Birthday** – to make plans for event taking place on St. George's Day, April 23rd
- 10. Refuse Bins** – to consider any update on more bins on Portland from WPBC
- 11. Weymouth and Portland Tourism Board**– to receive an update from Mr Deadman
- 12. Parking on the Island** – at the request of Cllr. Gover to consider provision
- 13. Various Highways Issues** – to consider a response from Highways regarding dry stone walls adjacent to paths and blocked drains (see attached)

- 14. Update from PQST** – information on the Memory Stones Pocket Park and Portland Amphitheatre
- 15. Lighthouse Anniversary** – to provide an advance warning of the upcoming event
- 16. Standard Agenda Items** (by exception)
 - (a) Disused Quarries (Portland Town Plan 2B)
 - (b) Litter and Fly-Tipped Material (PTP 2C)
 - (c) Run-Down Areas (PTP 2I)
 - (d) Open Spaces, Hedgerows, Footpaths and Dry-Stone Walls (PTP 2E, 2F)
- 17. Date of Next Meeting**

The next meeting of the Marine, Environment & Tourism Partnership will be held on Wednesday, 1st June 2016, starting at 7.00 pm.

MEMBERSHIP:-

Cllr. Sue Lees (Chair)
Cllr. Sandy West (Deputy Chair)
All Town Councillors
Simon King

Derek Luckhurst
Jen Reeves

Cllr. Sue Lees
Philip George
Tara Hansford
Leo Henley Lock
Alison Smith
Victoria Webbon
Geoff Peters
Ruth Carpenter
Andy Matthews
Sandie Wilson
Hannah Sofaer / Paul Crabtree
Cllr. Rod Wild
Rowena Riley
Paul Glover
Peter Allam

Mike Deadman

Peter Staddon

Portland Town Council
Portland Town Council
Portland Town Council
Economic Regeneration, Weymouth
& Portland Borough Council
Agincare
CRAB / Agincare
Chesil Equestrian Centre
Crown Estate
Dorset's Open Access Forum
Dorset Wildlife Trust
Jurassica
Land Trust
National Coastwatch Institution
Natural England
Portland Community Partnership
Portland Port Ltd
Portland Sculpture and Quarry Trust
Portland Seafarers Support
The Churches Conservation Trust
The History Society
Weymouth & Portland National
Sailing Academy
Weymouth and Portland Tourism
Board
Working for a Better Portland

Requests for agenda items are welcome from all members of the Partnership.
They should be sent to the Clerk no less than two weeks before the date of
the meeting.

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PORTLAND TOWN COUNCIL

MARINE & ENVIRONMENT PARTNERSHIP MEETING HELD IN THE PETER TRIM HALL, ST GEORGE'S CENTRE ON WEDNESDAY, 2ND DECEMBER 2015

PRESENT: Councillors Ms S. Lees (Chair), Ms J. Atwell, Mrs S. Cocking, C. Flack, R. Nowak and R. Wild, Ruth Carpenter (Natural England), Mike Deadman (Heights Hotel & Portland Visitor Information), Philip George (Crown Estate), Leo Henley Lock (Dorset Wildlife Trust), Andy Matthews (Portland Community Partnership), Hannah Sofaer (Quarry Trust) and Peter Staddon (Working for a Better Portland)

IN ATTENDANCE: Catherine Bennett (Assistant Town Clerk)

1093 – APOLOGIES FOR ABSENCE

Apologies were received from Cllrs. J. Draper, C. Gover and D. Symes, Peter Allam (Weymouth & Portland National Sailing Academy) Geoff Peters (National Coastwatch Institute) and Matt Ryan (Weymouth & Portland Borough Council)

1094 – DECLARATIONS OF INTEREST

There were none.

1095 – MINUTES OF THE MEETING HELD ON 2ND SEPTEMBER 2015

The minutes were formally agreed and signed as a correct record. (For: 7 votes, Against: 0 votes, Abstentions: 4 votes)

1096 – MINUTE UPDATE AND MATTERS ARISING

Minute 1090 – Open Spaces, Hedgerows, Footpaths and Dry-Stone Walls

Cllr Flack informed the meeting that the moss had now been cleared at Maidenwell on High Street.

The Assistant Clerk was asked to write a letter to Stone Firms regarding the overgrown vegetation on Southwell Road and poor state of repair of the stone walls along Portland Bill Road, and the County about the highway safety implications.

1097 – CHISWELL / FLOOD LIMITATION

Mr Matthews said the Portland Community Partnership was holding some money made available by the Storm Wallace initiative to put towards the installation of a sandbag store. Nick Reed of the Environment Agency was due to meet up after the siren test on Friday 4th December to discuss funding options that would make up the shortfall of funds. It would be the Council that would host the grant application.

Cllr. Wild said flood procedures were among a number of updates to the Emergency Plan, which has been updated in November and a redacted version was now available for public view in Tophill Library. The Assistant Clerk was asked to put the redacted version on the website to make it more accessible.

1098 – DRY-STONE WALLS

Phillip George reported that the Court Leet was prepared to provide funding for repair, maintenance and training in the spring. The Court Leet would need a list of

walls that need work and a plan of action. He mentioned the Kingston Maurwood team being a ready source of support and training but we would need to have volunteers / trainees and wall sites ready for them to work on. Hannah Sofaer from the Quarry Trust will support and take part. She also suggested that we should be collecting slat as Inmosthay was the last quarry that this would be obtainable from and that this could be stored at Tout Quarry. Cllr Lees raised the issue of the ownership of the walls and clarified with Phillip George that no stone walls could be put forward for repair by the Court Leet. Most walls next to roads and paths were owned by Stone Firms which meant progress on repair and maintenance was difficult.

It was suggested that a meeting be organised in the New Year at the Drill Hall with the Quarry Trust, Cllr Lees, Mr George and Rachel Barton (who led on the previous walling sessions) to make some specific plans for the spring. It was thought that if one or two walls that could be worked on it would be a start to the project. The Assistant Clerk was asked to write an article in the Free Portland News explaining the project and asking for volunteers / trainees to come forward to start training in the spring and to ask for owners of walls to come forward. An email needs to be sent to Lyn Couch regarding any information she can provide on ownership of walls on the Island.

1099 – NEIGHBOURHOOD PLAN

Mr Matthews informed the meeting that the Economic Vision had been worked on over the last year and now an Executive summary was being developed. Dry stone walling as part of developing local skills could be built into the Economic Vision. However, they are now moving onto wider themes such as community and infrastructure. The plan is to have the Draft Policy Framework in place for March / April 2016.

There was discussion around a report picked up by Cllr West regarding an internal review on the cost benefits of building a Western Relief Road. The figures discussed were the cost to tunnel £95m and the cost to go over the top £35m. The report found it would need to cost less than £60m for there to be a cost benefit to the local economy. Cllr Wild wondered why cutting and covering was not discussed using Walker Crescent and the back of the Caravan Park. It was suggested that a series of smaller interventions such as park and ride could aid investment on Portland. Cllr Nowak felt it was unlikely that funding would be available and that the Western Relief Road just shifted the problem to Ferrybridge. He felt that the County could deal with incremental issues like Boot Hill reasonably cheaply and there were plans to deal with it specifically next year.

1100 – BROADBAND ON THE ISLAND

Mr Matthews stated that it was in the Neighbourhood Plan to work with the County to improve the provision for employment sites on Portland.

1101 – PUBLICATION OF COASTAL ACCESS REPORT: LYME REGIS TO RUFUS CASTLE AND CONSULTATION

There is a new ordnance survey map in the proposal stage. The map shows pink areas which will be areas of open access. There will be some areas excluded, for instance, if they are livestock areas. If the proposal goes ahead Cllr. Lees said she was pleased as this would give us better access to the coast. Ruth Carpenter

explained that all the representations and objections and the responses to the objections had been collated and will go before the Planning Inspector and then onto the Secretary of State. The first part of the route from Lulworth to Rufus Castle had been pushed through earlier to coincide with the 2012 Olympics and now the second route from Rufus Castle to Lyme Regis was in the pipeline. West Fleet would have a summer and winter route due to nesting birds. The paths and stiles would be maintained by the County but Natural England would pay for them.

1102 – PARKING ON THE ISLAND

Mr Matthews put forward the idea of village car parks and said that these could be put forward in the Neighbourhood Plan. Cllr Flack mentioned problems with people parking on grass verges. It was discussed that you can put mesh on the verges to protect the services from damage when they are close to the surface. Phillip George informed the committee that most verges on Portland were under local authority responsibility not the Crown Estate. The item will be carried over to the next meeting due to Cllr Gover not being present.

1103 – REFUSE BINS

Peter Staddon updated those present that there was some generally good news regarding Portland getting some more refuse bins. Cllr Nowak reported that it was a decision made at the Management Committee of Weymouth and Portland Borough Council on the 1st December that all wards in the Borough should receive more bins. However, there was a caveat that this should be within existing budgets. Overall, it is a good sign because there has been a shift in policy that all car parks should have a bin which is in direct contrast to the previous policy. Councillors and Mr Staddon would put a list together of sites for bins and would ask for 10 bins for each ward so a total of 30 bins. There is no guarantee Portland will get 30, but it will get more bins than we have at present. Budgets will include collection costs. Bins will need to be on Council or Crown land with the correct permissions being completed. The Court Leet has been working on getting bins at Portland Bill and the Chesil Beach Centre. Councillors will liaise with Jack Creeber, the new car parks manager. There is now real progress and this will go some way to valuing our landscape.

1104 – PORTLAND'S VISITOR INFORMATION CENTRE

Mike Deadman from the Visitor Information Centre reported to the meeting that they would have a new product for 2016. It was the "Portland Passport". This would also be hosted off Portland to bring people to Portland. In discussions with Matt Ryan from the Borough it was agreed that it would be stocked at all Tourist Information Centres in Dorset. Visitors will be able to get the passports stamped and if they get all the stamps from different sites they have a chance to win a free Island break. There is a breakfast meeting on the 7th January at 10.00 am at the Heights to discuss the website www.portlandtourism.co.uk, the passport and possible venues for them.

1105 – PORTLAND MAPS

Mr Deadman informed the meeting that the Portland Map had been produced and funded by the Community Partnership. Unfortunately, the maps have now run out and need financing to produce another run. It was stated that the maps had proved popular in all of the venues that hosted them and that they were a large part of the strategy to convince visitors that Portland was more than a drive to a lighthouse. The Council was asked to provide funding. It was agreed that this would need to be given to the Finance Working Group first and then onto full Council for a decision at the

next meeting on the 16th December 2015. Cllr Atwell asked that if the Council did fund the maps they be acknowledged. It was stated that this would be the case and Hannah Sofaer asked about updating some of their photos.

1106 – POCKET PARKS

Pocket Parks is a funding stream that community groups / charities supported by the Borough could possibly tap into to improve or create new open spaces on Portland for all to enjoy. Mr Matthews was unsure that this funding would return next year but Cllr Lees had heard that we should be ready for it with a proposal for next year. This funding had an urban slant and the criteria need to be read carefully. However, it may be that tightly populated Underhill with just one formal open space (Victoria Park) may qualify. The Quarry Trust is hoping to put forward through Simon King at the Borough for an entrance feature at Priory Corner for an improved entrance to Tout Quarry Sculpture Park. Therefore, it is possible that Portland may benefit from this funding this year if the bid is successful.

Mr Matthews mentioned that money from the carrier bag tax will be available again and there is an extended timeline on this. It is hoped that Easton Gardens will benefit from some extra lighting next year.

Cllr Nowak pointed out that more funding streams will develop and that the Council will need to take the lead and support community groups with tapping into these for the benefit of Portland.

1107 – LITTER ON WEST WEARES

The litter had been cleared on West Weares. It was discussed that another clear up was planned. It was suggested that Incline be a venue and that a clean-up should take place in the morning so lunch can be offered to the volunteers. Tesco funded the previous clean-up lunch but no funding was in place for the next one.

1108 – CLEARANCE OF VEGETATION

The Council's purchase of equipment to help volunteers to do clear ups and keep overgrowth cleared was discussed. Cllr Cocking felt the issues of PPE, risk assessment, insurance, maintenance and storage would be too great for the Council to take on. There was also the point made that in many cases the land owner should be taking responsibility. Cllr Wild wondered whether the Council should still purchase basic equipment such as litter pickers. Overall, it was felt that grants to local volunteer groups was the best way to support them. The Council had offered a previous grant to Working for a Better Portland. Any future grants would be awarded to them through the Community Partnership.

1109 – RESTORATION OF QUARRIES

Some questions were raised from on behalf of Cllr Leicester regarding clearance of cotoneaster and buddleia on the Island and the issues of striking the right balance. Leo Henley Lock gave his update and addressed the concerns raised by Cllr Leicester. The cotoneaster removal has now nearly come to an end and great effort was made to ensure that where root structure had to remain that this was done and therefore, not all cotoneaster has been removed. Buddleia is a pioneer species and moves into any disturbed ground and spreads easily. This and the cotoneaster need to be controlled or their spread put the very important grassland habitats on Portland at risk. Generally, grasslands are high on the agenda to protect because they are at

risk from disappearing. The population of blue butterflies rely on the plants that would grow if buddleia is not allowed to colonise. This is particularly important on Portland because it is the home to exceptionally rare breeds of blue butterflies. There is now a project over the next few years for mixed scrub removal and the Dorset Wildlife Trust will organise a walk if Councillors would like to be given further information on this.

The Quarry Park was discussed and was stated by Mr Henley Lock that it was to be a focal point to pull the threads of the environment, archaeology, history, industry and art together. The idea of providing wildlife corridors by joining good quality habitats together was discussed and how important the north Tophill sites would be for this. The plan includes sites already owned by The Dorset Wildlife Trust as well as “aspirational areas” that were still being discussed with quarry firms. Any working quarry areas that will be restored as quarrying completes will, of course, not be for public access. It was discussed that even the new quarries operating now would in the near future become industrial history when quarrying ceases on Portland and they in turn will become valuable landscapes and part of the community legacy. Dorset Wildlife Trust and Natural England wanted to reassure Cllr Leicester and anyone else concerned that the sites have SSSI status and that the stone companies are engaging with them on their plan for The Quarry Park and for proper restoration of the current quarries. The Quarry Trust were pleased that Portland had the Dorset Wildlife Trust and Natural England to take a particular interest and lead on Portland.

Cllr Rod Wild proposed and it was **RECOMMENDED** that the Council take the lead on liaising between the Dorset Wildlife Trust, Natural England, the Quarry Trust, Crown Estates and the Community Partnership through the Marine and Environment Partnership. (13-0-0)

It was agreed that Cllr Wild would reply to Cllr Leicester with an update from this meeting.

1110 – WASTE COLLECTION

Members compared notes on areas cleared of rubbish and problems still occurring. There were still problems on Weston Street and in Westcliff. Councillors had received complaints from the public. Mr Matthews suggested Caroline Punchard, the Acting Head of Dorset Waste, was the best person to approach. The Assistant Clerk was asked to write to Dorset Waste regarding the ward walks promised in their previous letter of 22nd September to ask when they might take place. It was suggested that ward walks would be very useful for Dorset Waste to see the specific problems on the Island.

1111 – STANDARD AGENDA ITEMS (by exception)

a) Disused Quarries

Hannah Sofaer informed the meeting of plans for a project to create an outdoor theatre (amphitheatre) at East Cliff just above Church Ope. However, the site would need clearing where concrete has been dumped. Access is difficult, but there is some access through Bumpers Lane.

b) Litter and Fly-Tipped Material

It was suggested that there is some improvement on fly-tipping at present.

c) Run-Down Areas

The dilapidated house on the left near the top end of High Street was discussed as it is still very much an eyesore. Cllr Nowak updated us that the house has been compulsorily purchased by the Borough and it is condemned, but the Borough has not gone as far developing the site with some more housing which had been suggested by the Councillor. It was suggested by Mr Matthews that this could be a possibility for a Land Trust housing area under the neighbourhood plan.

d) Open Spaces, Hedgerows, Footpaths and Dry-Stone Walls

It was reported that the old Wakeham lookout for the quarry had recently been cleared.

Cllr Lees reported that the hedgerows from Cheyne Weares towards the Bill and from Cheyne House to Southwell were overgrown and dangerous. Some belong to Cheyne House boundary. Cllr Lees asked if Mr Staddon could approach Jane Richards at Cheyne House to do some clearing up along her boundaries.

Cllr. Lees referred to information from Tara Hansford from Dorset's Local Access Forum that there is money to be spent on improving accessibility of paths in Dorset. It was suggested that we should see if Tara Hansford could attend the next meeting and that members should think of some possible paths that could be made more accessible for people with disabilities so we could access some of the available funding for Portland. Hannah Sofaer from the Quarry Trust informed the meeting that Tout was wheelchair accessible. Cllr Flack mentioned that the footpath between Avalanche and Ripcroft is too narrow at present and is not accessible for wheelchairs or buggies.

1112 – ISSUES RAISED BY PARTNERSHIP MEMBERS

It was suggested by Mr Staddon that the coastal path from Priory Corner should be sealed off completely because it was still possible to get along the coast path and he felt it was too much of a danger. Others present mentioned the existing fence and notices to the south of the Lano Bridge entrance to Tout Quarry. It was suggested that the public would need to heed the existing notices and that there would be an order putting the footpath through Tout Quarry. David Ackerley is the Rights of Way Officer and would be the one to approach if there were further erosion to the coastal path. The high possibility of further cliff falls was discussed.

1092 – DATE OF NEXT MEETING

The Chairman advised members that the next meeting of the Partnership was schedule to take place on Wednesday, 2nd March 2016.

The meeting ended at 9.25 pm.

Signed (Chair) Date

Future Portland
Portland Economic Vision and Plan

ACTION PLAN

January 2016

Our Economic Action Plan has been prepared by the Economic Vision Board with the Portland Coastal Community Team and will contribute to achieving the vision and includes details on resources and timescale, which is set over the next 15 years. The Action Plan outlines proposed actions as a basis for development and delivery, following various stakeholder consultation events carried out by the Economic Vision Group Members based on the five Strategic Objectives.

The Economic Action Plan is a live, working document that will be delivered over a five year period and will be renewed annually in order to revise actions in line with need and opportunity and to monitor its performance. As such, the Action Plan will be dynamic and capable of responding to change. It brings together existing and new projects and is not intended to be an exhaustive list of all activities; rather it is a selection of key actions across the island that has the potential to deliver greatest impact.

Projects are set out under each of the five Strategic Objectives and all have the potential to trigger growth and economic change. Many require a level of public sector intervention and, critically, leadership from the private sector in response to identified needs and opportunities.

The Economic Action Plan includes a number of short term 'early-wins'; our short to medium actions will particularly focus on the Business Transformation and Destination Development objectives to support our businesses to grow as well as raising the profile of Portland and promote the island as a destination and investment location of choice.

Our key priorities and projects focus on realising the potential of Portland. We recognise that there is a strong functional economic relationship with Weymouth (and indeed Dorchester). To secure economies of scale and sub-regional impact, a number of the project will be delivered in partnership with the Coastal Community Team in Weymouth and, in some instances, across the wider Western Dorset Growth Corridor.

SO1: To support the growth and development of a vibrant business community focusing interventions on those growing and opportunity sectors capable of delivering higher skilled, higher waged jobs.

We will support existing businesses to grow, specifically those offering higher-value employment opportunities and working to attract new employers to the island, creating job opportunities for all residents. An important part of this is ensuring that the planning framework enables a pipeline of quality, office, industrial and incubator space to come forward in locations that are attractive to modern business. We will create a more entrepreneurial and innovative economy, helping new business start-ups encouraging new and growing private sector businesses

SHORT TERM 0-12 months

Projects	Action	Success Measure	Lead Partners	Indicative Funding / Source
Portland Business Survey	Design and implementation of Business Survey (programmed every 2 years) to provide a 'business health check' as well as assessing business confidence and growth projections (survey likely to be undertaken across the Western Dorset Growth Corridor)	- Design of business survey - Adequate sample of Portland businesses included in survey - Regular 'health check' of business performance	WDGC WPBC Chamber of Commerce	WPBC existing budget
Business Communications Plan	Design and delivery of Communications Plan to inform and engage local businesses in the implementation of the Economic Plan	- Delivery of Communications Plan - Increase in business involvement in Vision Board / Working Groups	EVB	In kind
Local Purchasing Initiative - Business Directory	Encourage local businesses to work together and trade between each other, including preparation of Portland Business Directory to encourage local trading and develop the supply chain.	- Develop of business directory (print / database) - Increase in local procurement	EVB WPBC	sponsorship
Entrepreneurship on the Island	Develop an Entrepreneurship Action Plan to generate and support business start-up activity across the area and foster a culture of enterprise.	- Develop Entrepreneurship Action Plan - Implement programme of initiatives to support entrepreneurship (including entrepreneurship in education) - Increase in start-up rates	WC IPACA	In kind (initially)
Northern Arc Employment Zone	Promote the development of a new master plan for the Northern Arc employment zone connecting Osprey Quay, Castletown and Portland Port	- Initial Review included within Neighbourhood Plan policy set - Funding for master plan - Business Case for implementation of Northern Arc Employment Zone	TC -Neighbourhood Plan Management Group DCC WPBC	Resources assigned to Neighbourhood Plan development - volunteer time Bid to DCC for master plan
Work-based learning	Delivery of work-based enterprise programme to support growth and development of businesses within priority sectors	- 5 businesses per annum supported through programme - Increased productivity	WC	ESIF

Portland Impact Hub	Develop an Innovation Hub to support the growth and development of entrepreneurship and SMEs. Model includes an innovation lab, business incubator and community resource.	- Feasibility Study - Business Case - External funding	EVB WPBC	tbc CCF application
Key Account Management	Introduce a business-led Key Account Management approach to engage and support top 10 growth companies on Portland	- 10 businesses introduced and supported through programme	EVB Linked to WPBC Key Account Management Programme	In kind WPBC
Business Growth	Identify and support businesses capable of growth through promoting Dorset Growth Hub as well as ensuring that the Hub meets the requirements of businesses on Portland	- 10 businesses introduced and supported through programme - Increased productivity	EVB	In kind Dorset LEP
Business-Friendly Planning Framework	Development of Neighbourhood Plan, establishing draft planning policy framework by April 2016, which prioritises economic growth	- Neighbourhood Plan Policy Framework completed with reference to Economic Vision and Action Plan work	TC PCP	Resources assigned to Neighbourhood Plan development
Exporting programme	Promote and roll out UKTI / DCCi promo and event programme to Portland businesses	- 5 businesses per annum supported through programme - Increased productivity	WPCCT	UKTI

SO1:Medium Term Projects: 1-5 Years

Refresh approach to inward investment	In collaboration with Dorset LEP / DCC refresh and develop an inward investment approach to improve the perception of Portland as an investment location through creative local branding
Sector Plans	Develop growth plans for priority sectors: maritime, tourism, renewable
Sector Action Plans	Develop a support package for growth sectors including specific infrastructure and locational requirements
Development Trust / Land Trust	Using Co-ops funding and technical advice establish a legal vehicle (Development Trust / Land Trust) to facilitate the development of public land assets to support economic growth objectives
Utilise Community Rights for the Benefit of the Community	Progress example projects which benefit the community both economically and socially
Environment and Heritage Strategy	Development of a strategy which highlights on heritage, landscape and nature conservation considerations from a development and planning perspective that aims to identify positive heritage and environmental opportunities that would enable positive economic outcomes.
Northern Arc Employment Zone	Implement the master plan for the Northern Arc employment zone connecting Osprey Quay, Castletown and Portland Port
Entrepreneurship Action Plan	Implement Entrepreneurship Action Plan to encourage new business start ups

SO2: To support the sustainable growth of the visitor economy, which celebrates the unique strengths of Portland, supports jobs and generates business opportunities.

We will work with partners from the public and private sector to develop and grow the visitor economy on Portland based on its unique strengths and character, which generates higher spend and local income, enhances its image and reputation and improves the quality of life for local communities

SHORT TERM 0-12 months

Projects	Action	Success Measure	Lead Partners	Indicative Funding /source
Tourism Action Group	Formation of a Portland Tourism Task Group to develop and co-ordinate / monitor delivery of tourism action plan and represent Portland on the Weymouth & Portland Tourism Partnership	- Formation of representative Tourism Task Group - 4 meetings per annum - Agreement to annual Business Plan	PCP WPBC Private sector	Staff time
Portland Tourism Action Plan	Preparation of Action Plan for Portland in close collaboration with the Weymouth & Tourism Partnership and Dorset Destination Management Organisation	- Preparation of Destination Action Plan	Tourism Action Group	Staff time
Portland Destination Brand	Development of a creative and innovative Portland 'brand'	- Secure resources to commission external branding - Development of distinctive Portland 'brand' - Raise profile of Portland as a place to live, visit and work	Tourism Action Group WPBC / DCC Private sector	Staff time £20k for preparation of branding Implementation budget to be determined
Wayfaring programme	Develop and implement a wayfaring programme to promote the island and provide a creative narrative through routes, trails etc to enable visitors to explore all parts of the island	- Secure resources to commission wayfaring support - Development of distinctive Portland 'brand' - Preparation and (phased) implementation of wayfaring programme	Tourism Action Group WPBC / DCC Private sector	Staff time £20k for preparation of branding Implementation budget to be determined
Ambassadors programme	Investigate the potential of developing Portland Ambassadors programme including links to cruise terminal at Portland Port.	- Develop and implement Ambassador programme - More cruise passengers staying on Portland	Tourism Action Group WPBC	WPBC
Castletown Regeneration	Design and delivery of coordinated plan to see Castletown develop as a vibrant, busy commercial centre including a scuba diving centre and American-themed D-Day attraction	- Increase number of visitors to Castletown	Castletown Regeneration Group	Budget to be determined – private sector funding Possible CCF fund bid using private sector funds as a lever

Sea Wall / West Weares Enhancement	Improvements to the Public Realm to improve the area for the benefit of the community and businesses .	- Implementation of public realm improvements	Coastal Community Team WPBC	Initial funding secured via Coastal Revival Bid - £50k
Adventurescape	Development of a new adventure sports destination encompassing combining sports / extreme sports participation with spectator sports. Showcase for adventure sports on Portland – water, climbing, wheel sports. Facility could act as a teaching venue, a holiday centre and information hub. Quarry site as ‘hub development’	- Development of project prospectus - CCF application	EVV Tourism Action Group Private sector	CCF
Development of a local Culture and Heritage Action Plan	Building on conservation area appraisals to reflect more productive use of heritage assets where appropriate integrate within the Tourism offer as a way to generate conservation management income streams	- Culture and Heritage Action Plan	Town Council PCP	Potential to be funded under Neighbourhood Plan Technical Grants
Memo	Work with Memo project partners to ensure that the project is developed in a way which integrates with other aspects of the Economic Vision and the balance between protecting and preserving the environment and landscape and producing an economic return.	- Secure major investment in tourism product	EVV / Tourism Action Group Lead partners	Public / private funding
Jurassica	Work with Jurassica project partners to ensure that the project is developed in a way which integrates with other aspects of the Economic Vision and the balance between protecting and preserving the environment and landscape and producing an economic return.	- Secure major investment in tourism product	EVV / Tourism Action Group Lead partners	Public / private funding
Portland Amphitheatre Projects	Work with project partners to ensure that the project is developed in a way which integrates with other aspects of the Economic Vision and the balance between protecting and preserving the environment and landscape and producing an economic return.	- Secure major investment in tourism product	EVV / Tourism Action Group Lead partners	Public / private funding
Improving routes and trails	Improve the Footpath , Cycleway and Bridle-path network and associated way-marking to reflect Destination Management Organisation Objectives	- Secure investment in trails provision	Tourism Acton Group WPBC	Possible CCF Bid

SO2: Medium Term Projects: 1-5 Years

Explore options for after-use of Mines	Using both policy and promotion create opportunities to use redundant mines in a way which improve the tourism offer and experience as well as other potential income streams
Visitor Information provision	Investigate and support the development of a cost effective local visitor information services throughout Portland utilising new Portland 'brand' and existing visitor hubs – Chesil Visitor Centre, Heights Hotel, Portland Bill
Portland Events programme	Extend and develop the Portland Visitor events programme based on product and market opportunities including promoting the use and application of the Weymouth and Portland Events toolkit
Product development	Enhance the tourism product and visitor experience, specifically through the quality and range of accommodation and places to eat and drink
Accommodation development	Develop an Accommodation Action Plan to support investment in the island's accommodation stock to meet the needs to priority markets, including wellness accommodation, boutique hotel, bunk-house accommodation and budget accommodation
Culture and Heritage	Implement cost effective action plan to develop the local arts and culture sector in the context of strategy and economic conditions

SO3: Capitalising on its natural resources and advantages, support the development of a low carbon economy, specifically renewable energy.

We will promote a collective effort to put Portland at the forefront of research, development and applications to make Portland a 'green' exemplar island. A key focus will be harnessing the rich mix of energy streams, including wind, tidal and solar, to achieve economic, social and environmental gains for Portland.

SHORT TERM 0-12 months

Projects	Action	Success Measure	Lead Partners	Indicative Funding /source
Energy Island Working Group	Establish a local Energy Island Working Group (with support from the Co-op) to explore the opportunity and process for setting up a Portland Community Energy Company	- Effective Group to be established. - Run an awareness event using Coops technical advice	EVB PCP	Community Project funded
Renewable energy development	Developing renewable energy generation on or around the Island of Portland;	- Renewable energy development plan	CIC EVB PCP Portland Port	tbc
Renewable energy development	Investigate the potential to develop the commercial potential of cutting-edge renewable energy and environmental technologies	- R&D investment	CIC EVB PCP Portland Port	tbc
Marine Renewable Plan	Engage with the Marine Division of the Crown Estate to understand small, medium and large scale opportunities for marine renewable development off Portland	- Develop projects which utilise renewable energy, specifically tidal power	PCP Portland Port	No cost
South West Marine Energy Park	Engage with South West Marine Energy Park to explore how Portland could become an active member of the Board.	- Membership of SWMEP	PCP Portland Port	No cost
Regen SW	Engagement with Regen SW to explore all types of renewable opportunities that Portland could consider in pursuing a low carbon energy island.	- Engagement with Regen SW	PCP Portland Port	No cost

SO3: Medium Term Projects: 1-5 Years

Renewable energy development	Co-ordinate local efforts to establish Portland as a UK centre of excellence for renewable energy, particularly tidal
Community Energy	Support and implement community-scale renewable energy projects through encouraging investment and securing grant assistance

SO4: To support the delivery of an appropriately skilled, motivated and productive workforce to drive economic growth

We will work to ensure that residents are equipped with skills for work and that the skills needs of businesses are met.

SHORT TERM 0-12 months

Projects	Action	Success Measure	Lead Partners	Indicative Funding /source
Employment and Workforce Development Plan	Develop an employment and workforce plan for Portland to identify and address the skills and employment needs of key employers on the island.	- Greater understanding of skills gaps - Assessment of future skills requirements of local industry	EVBC WDGC WPBC	WDGC
Local Apprenticeships	Increase the number of apprenticeships being undertaken in the area	- Increase in number of local apprenticeships	EVBC WPBC WC	tbc
Skills provision	Ensure the skills and qualification requirements of key sectors can be met within the local population	- Increase take-up of skilled jobs by local people	EVBC Skills providers	tbc
Skills Hubs	Investigate the potential of reuse of former boat building yard (WC) as a centre for vocational skills development	- Development of skills hub	WC	In kind
Extending HEI provision on Portland	Design and development of HEI prospectus highlighting offer to encourage HEI provision on Portland	- HEI prospectus - Engagement with potential institutions	WC WPBC	WC / WPBC

SO4: Medium Term Projects: 1-5 Years

Extending HE provision	As part of the Dorset skills drive, support the development of a virtual HE provision with a workspace on the Island in support of the Island's key sectors
Apprenticeship Academy	Assess the feasibility of a vocational Apprenticeship Academy
KS 4+	Explore the viability of extending 6 th provision including supporting greater collaboration between education providers

SO5: To ensure the provision of adequate infrastructure improvements as a basis to secure smart economic growth

We will support existing businesses to grow, specifically those offering higher-value employment opportunities and working to attract new employers to the island, creating job opportunities for all residents.

An important part of this is ensuring that the planning framework enables a pipeline of quality, office, industrial and incubator space to come forward in locations that are attractive to modern business.

We will create a more entrepreneurial and innovative economy, helping new business start-ups encouraging new and growing private sector businesses

SHORT TERM 0-12 months

Projects	Action	Success Measure	Lead Partners	Indicative Funding /source
Portland ultrafast-broadband	Work with DCC and other providers to improve the broadband offer and the extent and speed of mobile digital across the Island	- Increase % of households able to access ultra-fast broadband	DCC PCP	LEP / private sector
Digital business broadband	Facilitate delivery of ultra-fast broadband and mobile technology to key employment site	- Increase % of businesses able to access ultra-fast broadband	DCC PCP	LEP / private sector
Sites and premises	Utilise opportunities via the Neighbourhood Plan to implement changes to the employment land offer which better fit future needs.	- Proactive policy framework established. - Land offer made accepted by community	DCC Town Council WPBC	Private sector
Highway improvements	Ensure Road and Transport Networks are implemented which improve opportunities for growth and also support healthy lifestyle choices.	- DCC Transport Review - Neighbourhood Plan Policy Framework	DCC Town Council WPBC	Bid submissions
Public transport improvements	Improve Public Transport Opportunities by support interventions based on core demand in particular Tourism and Industrial sites	- DCC Transport Review - Neighbourhood Plan Policy Framework	DCC Town Council WPBC	Bid submissions

SO5: Medium Term Projects: 1-5 Years

Modern sites and premises	Promote and support provision of a range of modern sites and premises within Portland
Marine berths	Invest in marine berths to ensure Portland remains competitive in the cruise and other markets identified within the Port's and other marine enterprise development plans.
Housing infrastructure	Promote appropriate housing infrastructure to meet future needs including remodelling
Rapid Transport System	Investigate the potential to develop a rapid transport system linking Portland – Weymouth – Dorchester in an efficient and sustainable way
Fortuneswell Area Action Plan	Design and develop a local area Action Plan for Fortuneswell to address high levels of deprivation in the village and surrounding areas



**FUTURE
PORTLAND**

Portland Economic
Vision and Plan

***Transforming our Island economy
to deliver growth and jobs***

Portland Community Partnership
Portland Economic Vision Board & Portland Coastal Community Team



January 2016

Foreword

An Economic Development Vision for Portland

We are pleased to present our Economic Vision for Portland, which sets out our ambition, priorities and approach that we will take to enable the growth of the local economy to create stability and prosperity. This is a shared agenda developed by the public and private sectors, taking into account the different opportunities and challenges that Portland needs to address.

The plan has been developed with support from Weymouth & Portland Borough Council and is derived from extensive local consultation work and research undertaken in developing the Portland Neighbourhood Plan. In recognition of the importance of growing the economy, the Portland Community Partnership (PCP) has established the Economic Vision Board led by local business and stakeholders to develop and drive forward the Vision and Economic Action Plan.

Portland's potential as an economic asset for its own community and for the whole of south and west Dorset is gradually being recognised generally but also specifically by the Dorset Local Economic Partnership (LEPs) as part of the development of the Western Dorset Growth Corridor. Creating a sustainable high performing economy is at the heart of our Neighbourhood Plan. We have established priorities around increasing jobs and new business start-ups, enabling appropriate housing development and facilities as well as ensuring our companies are supported and have the opportunity to grow and develop.

We will use the Vision and Strategy to articulate to partners our ambitions and plans with a view of improving collaboration and maximising leverage. The strategy will also help shape our conversations with Weymouth & Portland Borough Council, Dorset County Council, Portland Town Council and Dorset Local Enterprise Partnership in supporting delivery of the wider regional growth programmes.

Future Portland - Economic Vision Board Members

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Version Control

Version	Date	Signature	Sign Off
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Appendix 1: Consultation Activities

Appendix 2: Economic Action Plan

1. Introduction

About the Economic Plan

The Economic Plan sets out the vision, objectives and proposed interventions towards securing economic growth in Portland over the next 15 years. It forms a major building block in the emerging Neighbourhood Plan, which will provide the overarching framework for growth and development on the island. Portland's Economic Plan needs to be founded on a clear and ambitious vision that is based on, but not overtly constrained, a sound understanding of the local economy; and an assessment of the role that the Island can play in the global, national and sub-national economy. It should align, but not be driven by county and regional priorities, as this is where it will secure external financial and political support.

Underpinned by the policy position (section 2), robust evidence base including a SWOT assessment (section 3) and an analysis of opportunity sectors (section 4), the Economic Plan sets out a shared vision and five Strategic Objectives (section 5) for transforming the economic prospects of Portland. The Economic Plan includes a coherent set of actions that can be turned into reality on the ground.

A Partnership Approach

The Economic Plan provides the framework to create local prosperity and vibrant, successful neighbourhoods and communities. The Economic Plan has been developed following an extensive programme of local consultation involving local businesses, the community and voluntary sector and the local community; our consultation programme is outlined in Appendix 1. An important focus both in terms of developing and delivering the Economic Plan is the local community taking the lead in shaping the island's economy for the benefit of all communities. The involvement and participation of local groups and local people will continue during the delivery phase to empower communities to maintain a sense of place, become more resilient given economic challenges and opportunities and increase their well-being.

The Economic Plan is a living document, which will be subject to local scrutiny and review led by the Economic Vision Board.

The Isle of Portland

The Isle of Portland has a unique coastal character, with very distinct villages and settlements separated by wide open spaces, parts of which are marked by the presence of the quarrying industry. The island contains some of the largest employment areas in

Weymouth & Portland Borough. The former naval estate has provided opportunities for regeneration and new industrial and commercial development at Osprey Quay, Southwell Business Park and Portland Port.

Although the area is an attractive place to live and contains some large employment sites, there are still areas that suffer from high levels of multiple deprivation; three of the most deprived areas in Dorset are on Portland. Indeed, headline data indicate that Portland is underperforming compared to the national / county average across a number of measures of productivity and business competitiveness.

Building growth and prosperity requires co-ordinated action from all sectors; it requires assistance from all tiers of government and local input to help rebalance and strengthen the economy. However, companies and the workforce remain the key drivers of economic growth, particularly with the ongoing pressure on consumer and public expenditure.

As well as responding to local needs and opportunities, the economic plan for Portland needs to be placed in the context of global and national economic change. The Government continues to take action to stimulate economic growth to make sure the UK can succeed in the global economy. Economic growth creates opportunity, increases income and helps to reduce poverty and worklessness. The global economy is slowly adjusting to the global financial crisis. However, the resultant constraints on banking capital, the government's desire to reduce borrowing and continued uncertainty in business and consumer confidence all continue to contribute to a slow and uncertain period of recovery and growth. Whilst it is impossible to accurately predict future trends, it is possible to identify certain changes which will impact on Portland's economy. Changes in global markets and competition will lead to continued pressures in many sectors and the most vulnerable will see restructuring, downsizing and closures.

Digital technologies continue to drive change, at an accelerating pace, in every sector of the global economy. Most obviously this is creating a new internet based economy which in the G20 countries alone was worth \$2.3trn in 2010 and is expected to be worth \$4.3trn by 2016¹. Connectivity and high speed broadband service is now an essential utility for a growing economy.

There will be increasing competition for investment in jobs from the rest of the region and our neighbours, making it essential that Portland makes the most of its strengths, assets and areas of competitive advantage.

¹BCG (2012) The Connected World: The \$4.2 trn opportunity – the internet economy in the G20

Principles

A number of core principles will shape the process of developing the Economic Plan, including:

- Aligning the Portland Economic Plan with the growth plans of the Dorset Local Enterprise Partnership (LEP) and the emerging Dorset Councils Partnership and Dorset County Council's Western Dorset Growth Corridor strategy;
- Ensuring the strategies take advantage of current and future funding opportunities, specifically EU funds for 2014-2020;
- Play to the strengths and opportunities of Portland and focus on key assets;
- Maximising financial incentives, and
- Involving all stakeholders, partners and the local community in developing and implementing the Economic Plan.



Image: Osprey Quay, Chesil Beach and Portland Harbour (illustration)

2. Portland Economic Plan: context

Successful locations are those that have “reinvented their economies, creating jobs in new, more knowledge-focussed industries to offset losses in more traditional industries”². The weakest performing areas are those that have failed to support jobs growth in the knowledge economy. The local economy continues to change and adjust to changing economic circumstances, particularly the withdrawal of the Royal Navy in the late 1980s. To continue to follow this path, long term objectives need to centre on:

- Improving the skills of the workforce;
- Supporting innovation, and
- Providing the right infrastructure

The Coalition Government’s Plan for Growth (2010) set out the reforms and priorities to enable the UK to compete in a rapidly changing global market. The Treasury Document, Fixing the Foundations: Creating a more Prosperous Nation³, up-dates the Plan for Growth and sets out the general economic agenda for the next 5 years, outlining the Government’s views on skills, universities, transport, energy, digital infrastructure, innovation, planning and devolution / a balanced economy. The major focus is on increasing productivity in the UK.

The context for economic development and growth has changed significantly since 2010, which has been driven by a number of factors; part of this is due to changing economic circumstances. Although the national economy is no longer in recession and continues to show signs of recovery, the effects of the recession are still in evidence, particularly in terms of incomes and wage levels and the cost of living. Action to restore economic stability through tackling the fiscal deficit continues to be the key government priority. This impacts on how local government and public agencies can maintain their long-standing role in promoting local economic development. Alongside the need to reduce the budget deficit, a key driver has been the rebalancing of the economy, specifically a shift away from a concentration on financial services in London; a shift of output and employment from the public to the private sector and a shift from consumption to production and exports.

Finally, councils and local communities have also had to adapt to a new era of localism both in terms of institutional arrangements and new devolved powers for local government, which impact on delivering an economic development agenda. More powers and responsibilities will continue to be devolved from the centre to local authorities and local groups, including Local Enterprise Partnerships (LEPs).

² Urban Economic Change since 1911: Centre for Cities, March 2015

³ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/443898/Productivity_Plan_web.pdf

Dorset LEP Strategic Economic Plan

At a regional and sub-regional level, there is already in place a strong policy and programme framework to support sustainable economic growth and job creation. The Dorset Local Enterprise Partnership was set up to invest in different industry sectors across the county to boost business, create new and more highly-skilled jobs and to ensure the county's infrastructure is in a strong position to promote growth. The LEP has produced its Strategic Economic Plan (SEP), which is centred on four key themes:

- Competitive Dorset
- Talented Dorset
- Connected Dorset
- Responsive Dorset.

The Strategic Economic Plan for Dorset recognises the opportunities for investment in broad-based and targeted regeneration activity in the southern and western part of the county, to protect local strengths, generate jobs and growth and help to reduce economic deprivation. Projects including the regeneration of Weymouth town centre, expansion of Portland Port and development of innovative tourism attractions on Portland are seen as key to achieving this. These proposals between them have huge potential to deliver new businesses, jobs and investment to the local area.

Western Dorset Growth Corridor

The sub regional context is set within the emerging Western Dorset Growth Corridor economic strategy, which focuses on developments in the corridor of Weymouth, Dorchester and Portland. The sub regional strategy aims to achieve a better balance and more sustainable future for the towns of Weymouth and Dorchester whilst releasing the employment and investment potential of Portland.

The local authorities and county have recently established a Western Growth Corridor Growth Board, comprising member representatives of Dorset County Council, Weymouth & Portland Borough Council, West Dorset District Council and North Dorset District Council, to strategically drive and coordinate the projects with local partners and the Dorset LEP to achieve economic growth for the benefit of the local communities.

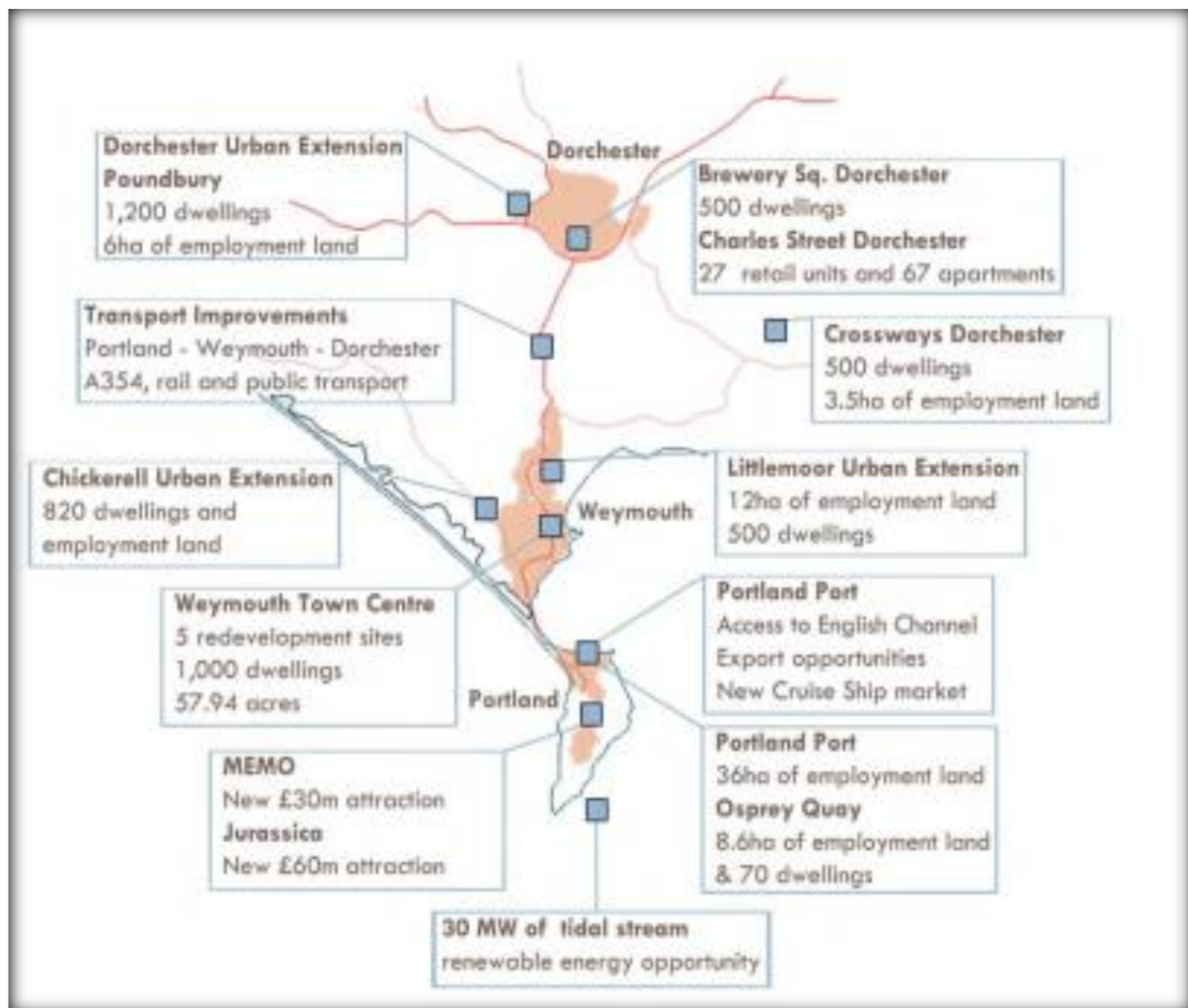


Image: Western Dorset Growth Corridor Growth Opportunities (illustration)

Implementation of the SEP and Growth Corridor projects, and coordinating the necessary infrastructure to support these and the other growth planned in the area through the adopted West Dorset, Weymouth & Portland Local Plan, will require joint working between the local authorities as well as with a range of other partners and stakeholders. An important issue will be to ensure that Portland plays an active role in the Growth Corridor and benefits from investment to economic growth.

A Productive Use of the Environment and Built Heritage

A strong message from the Neighbourhood Plan consultation work was the equal value that the Environment and Heritage was placed alongside the need to develop the economy. Sustainable development options would be at the centre of this balanced approach. In the same way that it is being recognised that 'corridors' of economic activity can create opportunities to raise the areas profile and investment potential so similarly the creation of green corridors as well as facilitating the robustness of species to withstand climate change and biodiversity loss also improve related job creation opportunities in areas such as natural

sciences and eco, heritage and health tourism. They also improve the potential for health and wellbeing of the local population all of which are increasingly being factored into investment decisions.

In order to assist with progressing these ideas successive Governments have created a more flexible management approach. This includes improved referencing to mitigation and offsetting within planning guidance and the creation of Local Nature Partnerships which are required to work closely with the Local Enterprise Partnerships. The aim of the resulting LNPs is to work within their local area, creating positive change through strategic, integrated management of the natural environment. In their vision statement the LNP states 'the natural environment should not be viewed as a constraint but the basis upon which growth and development can be sustained.'

Similarly a realistic and forward looking approach to the way in which the Island's built heritage is conserved is needed. The Neighbourhood Plan's evidence base states 'Portland is an historic and special environment in many ways. The built environment is arguably as significant and important as the natural environment. The nature of the historic build construction sourced mainly from local stone couple with its integration into the landscape means that the built environment has a significance resonance.' A comprehensive Heritage strategy which builds on conservation appraisals, needs to be used in a positive way to exploit economic development opportunities.



Image: Portland Bill

3. Portland Economic Profile

It is important that the Economic Plan is based on a detailed understanding of economic strengths, opportunities and challenges. Data and forecasting are essential for *informing* policy and programme development; however, data should not *dictate* economic development and growth strategies.

All local economies have had to adapt to a new financial and economic context since 2008/09. Sustained economic growth has been difficult to achieve and although there are signs of sustainable recovery in the UK, many commentators argue that this has not been based on a sustainable model of increased productivity that delivers a better quality of life for most people. In 2014, the UK economy grew 2.8%, inflation averaged 1.5% and unemployment moved back below 6% of the workforce. Structurally, however, the called-for economic rebalancing is not evident. The coalition took office more than four years ago with a vow to rebalance the UK economy towards exports and manufacturing and away from its dependence on domestic spending. But figures show the services sector as the main engine of growth driven in the main by low inflation, rising employment and low interest rates. However, productivity remains weak, which is a serious medium-term challenge.

Portland Economic context

Until the 1990's, a significant element of the local economy was based on defence related work at Portland. Following the closure of the main Ministry of Defence and Royal Navy establishments, the island has had to 'regenerate' itself as a sustainable local economy and various programmes of regeneration and diversification efforts have mitigated some of the impacts of defence closures. There has been economic recovery since 2001. However economic underperformance continues to be an issue.

Unfortunately, much economic data is not broken down to a Portland level; the information below provides a summary profile of Portland based on available data, including an analysis of respective data (text in blue).

Population

Weymouth & Portland has a total population of 65,000 residents, of which 12,844 live on Portland. The island has experienced a small population growth between 2001 and 2011 (0.72%), but a further analysis shows a significant fall in working aged population (specifically the under 44s) coupled with an increase in the 60+ age bracket.

Analysis: *As population has broadly remained static, the population data reflects an inward migration of retired and outward migration of working age population. The increases in the number of economically inactive people may impact on attempts to bring new jobs to the area as the local labour pool decreases.*

Travel to work patterns

Portland is linked to the mainland (Weymouth) by the A354; the nearest railway station is Weymouth (6 miles distance). The travel to work pattern demonstrate a high number of people who travel off the island to work. Figures indicate that the difference between in commuting and out commuting is net commuting of -1,806. (Gross figures)

Analysis: *The figures could indicate the lack of (quality) jobs on Portland but also the interdependency of Portland and the wider Weymouth/Dorchester economic corridor. The future aspiration should be to provide a better balance of jobs and homes within Portland reducing the need for high levels of commuting.*

This may be assisted by reductions in public sector jobs, which are largely based in Weymouth and Dorchester, coupled with these workforces being asked to work more flexibly; however this would still require appropriate opportunities to be created on the Island. (I.e. retraining/skills sets).

Economy

Although not available at a local level, in 2011, Dorset's per capita was 77% of the UK average. Dorset is marked as by a low GVA demonstrating that the local economy generates less added value per head than other areas and is less productive – a clear weakness in the economy.

The UK Competitiveness Index (UKCI) represents a benchmarking of the competitiveness of the UK localities, including its cities based on an integrated measure of competitiveness focusing on both the development and sustainability of businesses and the economic welfare of individuals. Weymouth and Portland is the least most competitiveness locality in the south west (apart from Torbay) and is placed 308 out of 379 local authority's in the UK.

Analysis: *Low competitiveness indicates weaknesses in terms of skills, clusters of high growth companies and innovation.*

There are in the region of 292 firms (2015), excluding self-employed on Portland. The pattern of work indicates that 61% of people work full-time (a decline of 4% since 2009) and 39% part-time. The major employers on the island include:

- Public Sector (i.e. Dorset County Council, Education and Health)
- HM Prison Service, Portland
- Sunseeker International
- Albion Stone
- TODS Defence Ltd
- Drumgrange Ltd
- Manor Marine (MPI Services (UK) Ltd)
- Portland Engineering Ltd
- Agincare Group Ltd

Ward	Number of Businesses	% of Businesses	Employees FT	Employees PT	Employees Total	% of FT Employees	% of PT Employees	% of Total Employees
Underhill	103	35%	722	380	1,102	39%	37%	37%
Tophill West	95	33%	667	223	890	36%	30%	30%
Tophill East	94	32%	446	552	998	24%	33%	33%
<i>(Tophill total)</i>	189	65%	1,113	775	1,888	61%	63%	63%
Total Business	292		1,835	1,155	2,990			

In Weymouth & Portland, the percentage of self-employed residents is 14%, which is the smallest proportion of self-employed residents among the Dorset districts. Low levels of self-employment can be seen as a proxy for a lack of an entrepreneurial culture, which is seen as a key ingredient for economic growth.

Key Employment Sectors

Dorset LEP has identified nine growth sectors, five of which are relevant to Portland, including:

- Tourism, leisure and hospitality
- Advanced engineering and manufacturing
- Health and social care
- Creative industries
- Environmental goods and services.(sustainable energies, wind, wave, tidal, solar)

Despite low levels of employees working within the knowledge-based sector, there are opportunities to increase employment in growth sectors as a result of the London 2012

Olympic and Paralympic Games sailing events and the development of Osprey Quay as a major employment location.

Quarrying and masonry are traditionally associated with Portland and stone workings, such as Tout Quarry, have made an important contribution to the Island's heritage. Although quarrying barely registers on the employment scale, employing less than 1% of residents on Portland, the quarrying sector is important in terms of land use and potential diversification. For instance, the mining landscape has created fresh opportunities and a rethink on how redundant mines can be utilised.

Analysis: The area has developed strengths in several business areas: marine technology, defence-related, advanced engineering and tourism. There is potential to play to these strengths, which may achieve growth and provide better quality jobs.

Qualifications and Skills

Skills levels within Portland continue to improve at most qualification levels; data indicates that Portland was out-performing England and Wales in terms of qualifications in 2011. However, the percentage of people aged 16-74 with no qualifications is 20% (19% in England and Wales). Of more concern, only 19% have a Level 4 qualification and above compared to 29% in England and Wales. Further action is required to bridge the gap between education and employment.

Qualifications by Ward	Tophill East %	Tophill West %	Underhill %	England And Wales %
Level 4 Qualifications And Above	20.3	18.5	18.6	29.7
Level 3 Qualifications	15.6	16.8	12.5	14.5
Level 2 Qualifications	20	21.2	18.8	17.2
Level 1 Qualifications	19.1	19.8	21.4	15.2
Apprenticeships And Other Qualifications	8.7	8.8	10.3	8.6
No Qualifications	16.3	14.9	18.6	15
<i>Source: 2011 Census (Table LC5106EW - Highest level of qualification by economic activity)</i>				

The development of the future workforce is vital to the local economy as well as for the aspirations of individuals. Whilst there is no university in the area, there is an increasing HE

offer at Weymouth College and Bournemouth University in particular have developed stronger links. The Isle has seen investment through the Portland Aldridge Community Academy, which has entrepreneurship and innovation as key development strands. The Government's expansion of Apprenticeships also could provide development opportunities in particular Advanced Apprenticeships and Foundation degrees. Within Weymouth and Portland, there are concerns that the workforce is relatively low skilled, with particular skills gap relating to the replacement of highly skilled staff approaching retirement and at the level of new starters.

Analysis: *The qualification and skills base of a locality and the type of key sectors within an area has clear links with the earnings capability of those living / residing there. Portland needs to develop, attract and retain a suitably qualified and skilled workforce capable of meeting the requirements of a more knowledge-based, high-technology economy.*

Employment, wages and economic activity levels

In Portland, public sector jobs - administration, health and education -employ the highest proportion of Portland residents. Other main employment areas include 'wholesale and retail trade, repair of motor vehicles and motorcycles (14.5%), manufacturing (10.3%) and construction (8.2%).

Analysis: *There is an over-reliance on public sector jobs and low-value employment in terms of Portland residents in employment.*

The reality of low wages in Weymouth and Portland is highlighted in a South West regional league table which places the borough 28th out of 36th areas⁴, with the borough offering average wages of £22,100. The average wage for the whole of the region was £24,400, almost £3,000 lower than the UK average of 27,200. Within the borough, the average home costs 11 times the average local wage.

Analysis: *Low wages puts the local population and the consumer industry as a comparative disadvantage. A key focus must be to raise local wage rates relative to the average in Dorset and the region.*

The latest unemployment rate (January 2015) for Portland is 2%, which is the same as the Great Britain rate although higher than the regional average (1.3%) and Dorset LEP area (1.2%). Of more concern is the high rate of long term unemployment on the island (16%).

⁴ Manpower Group 2014

Employment sites

Between 1994 and 2013, 8.21 hectares of employment land has been developed in Portland. The total area of land with permission or allocated in the local plan is 16.46 hectares along with a further 38h at Portland Port. Key employment sites on Portland include:

Osprey quay (49h), Portland Port (47h), Immosthay (7.5h), Tradecroft (6.5h), Southwell Business Park (8h).

On Portland, the competing demands of nature, heritage and employment are particularly evident, with considerable protection afforded to the natural and built environment. However, a shortage of serviced development land modern industrial and office premises is clearly a threat to economic growth. Future expansion of Portland Port and Osprey Quay business development areas has the potential to create local jobs for local people.

Analysis: Employment sites must be protected to secure indigenous growth and inward investment. However, developments must embrace sustainability to ensure that Portland retains its quality of life.

Infrastructure and Access

Transport

Significant growth is planned for Dorchester, Weymouth and Portland with the planned expansion on Portland including:

- Creation of in excess of 3,000 jobs i.e. doubling the existing jobs on Portland;
- Attracting around 1 million visitors per annum to new attractions (i.e. Jurassica and MEMO);
- An increase in Port passengers of 36,000 per annum.

To secure future economic growth, it is critical that cost effective improvements are investigated and made to the local highways network and to the existing public transport provision (including availability and frequency of service).

Assuming these growth figures which are forecasted by the Dorset LEP , a high level economic assessment for the 'A354 Portland Relief Road' (also known as the Western Relief Road) has been undertaken by Dorset County Council and found to offer an economically viable solution with the cost of such a bypass scheme estimated at £37.1M (2015 prices),

acknowledging that this assessment excludes environmental and social factors which would need to be assessed as part of understanding the true cost and viability of such a scheme.

Analysis: *Appropriate resource should be allocated towards finding and working up deliverable and affordable transport schemes both on and off Portland that recognise the significant contribution Portland can make to the Western Dorset Growth Corridor taking account of short, medium and long term needs. This should include the existing highways network, improvements to public transport and the provision of a 'A354 Portland Relief Road'.*

Super-fast Broadband

Despite investment in super-fast broadband on Portland, concerns have been expressed by the business community regarding access to high speed provision in some areas. Similar concerns are expressed in regard to mobile network coverage.

Analysis: *The provision of high speed broadband on Portland is important and is attracting small media and creativity businesses to develop on the Island.*

Environment

The quality of Portland's natural and historic environment is a major component of the area's identity and future prosperity. Access onto Portland is via the A 354, alongside Chesil Beach, one of the most iconic features along the south coast. The island is an exposed, windswept and rocky landscape, with a strong maritime theme. Quarrying and military activity has, and continues, to significant impact upon the island's character. Much of the Island contains environmentally sensitive areas of international and national importance.

These unique assets not only provide a landscape and sense of place but also provide economic opportunities including a setting for watersports and coastal recreation of world class quality. The strong tidal currents around Portland also provide opportunities for the installation of tidal turbines to generate clean energy.

Analysis: *The Island needs to exploit new opportunities through innovation in environmental technologies, for example in renewable energy technologies based on tidal or wind or solar power.*

Deprivation

The Index of Multiple Deprivation (IMD) shows that the Island has significant pockets of multiple deprivation. Underhill ward is ranked as the 3rd most deprived ward in the borough

and within the top 10% most deprived nationally; Tophill West and Tophill East are ranked as joint 8th most deprived ward in the borough.

Summary

On the basis of the data and intelligence, it would be difficult to describe Portland's economy as successful. Its economic base is weighted toward lower value-added activities, with an over-reliance on low-value employment. Average earnings are also modest by regional standards. This may reflect the local significance of the public sector, where earnings between higher and lower earners are traditionally more compressed than in the private sector

The area suffers from pockets of deprivation and a disparity between low earnings and high housing cost. It has been one of the weakest areas in the south-west in generating private sector employment in recent years and its modest increase in employment seems to be attributable to a comparatively robust public sector.

However, the Island does have a number of strengths, opportunities and assets that could be a focus for future economic growth activities, including:

- Employment sectors that offer future growth potential;
- A potentially strong tourism and leisure offer;
- Outstanding and unique natural environment and built heritage;
- Areas of job creating potential, including Portland Port and Osprey Quay;
- A 'green technology' opportunity cluster.

The London 2012 Olympic sailing event based at Portland and the development of the National Sailing Academy has provided an unprecedented opportunity for the island. The island has continued to adapt and develop in line with changing economic demands and the economic plan will need to respond to change and transition.

Strengths, Weaknesses, Opportunities and Threats Analysis

Strengths

- Good array of businesses, with strengths in marine technology, defence-related, advanced engineering and tourism.
- Diverse economy not dependent on one sector.
- Good supply of development land for commercial development. Including Portland Port and Osprey Quay.
- Strong tourist and visitor sector, specifically 'niche' adventure activity sector.
- Low unemployment.
- High quality of life and attractive destination for individuals of high net worth.
- Deep and sheltered water adjacent to industrial land.
- Good broadband and 3G/4G Network coverage and speed.
- Unique environment with diverse landscape and rich biodiversity.
- Historic environment with a range of cultural and heritage visitor attractions.

Opportunities

- Increasing opportunities for rural enterprises through investment / development of Portland – Weymouth – Dorchester growth corridor.
- Expansion and growth of existing high-rates of home-based and self-employed businesses.
- Stronger links between tourism and local food.
- Development of tourism offer, specific visibility from Jurassica and MEMO projects
- Continued growth of cruise market.
- Enhancing 'gateway' to the Jurassica coast.
- Further enhancing cultural heritage.
- Stronger development of value added enterprise in the maritime, advanced engineering and energy sectors.
- Increase the number of visitor days, including the number of overnight stays and visitor spend, including developing new and expanding existing events
- Developing the renewable energy sector
- Improving links to local academic institutions as employers, skills providers and for knowledge exchange activities.
- Further investment in infrastructure, e.g. broadband, 3G/4G, Port.
- Potential to cluster industries.
- Re-engage with London 2012 Olympic legacies especially around water sport and outdoor activity to increase publicity of Portland.

Weaknesses

- Limited growth in private sector businesses compared to region / England.
- Low quality of jobs predominantly supporting low wage economy.
- Low level of business start-ups and entrepreneurship.
- Traffic congestion, specifically A354 from mainland.
- Some skills shortages.
- General inability to retain young workers and secure employment for them.
- Youth unemployment and low skills in areas.
- High cost of housing and lack of affordable housing.
- Lack of choice of high grade, modern business space.
- Infrastructure needs upgrading in places.
- Limited transport affecting access to work.
- Limited population growth.
- High number of out commuting.
- Level of high deprivation, specifically long term unemployed
- Lack of high speed broadband at key business centres

Threats

- Ageing population
- Climate change, coastal erosion and flooding
- Continued dependency on public sector employments (e.g. prison service).
- Large scale investment in energy sector impacting on landscape
- Concentration of investment / development in urban areas to detriment of rural area.
- High housing costs restricts the supply of labour, especially in lower income occupations.
- Constraints of planning system and planning policy on the development of housing and business properties.
- High house prices leading to communities that are less socially diverse due to the domination of older groups and those with high incomes.
- Delays in improvements to road infrastructure and communications leads businesses to locate/re-locate into better serviced urban centres.
- Increasing elderly population raises dependency ratios

4. Opportunity Sectors – drivers of economic growth

The Economic Plan provides the framework to enable businesses to grow as well as encouraging the creation and growth of new ones. The Plan builds on the sector strengths of the area, particularly those sectors which have potential to grow.

Maritime Sector

The UK's marine engineering sector continues to grow and drive forward key developments in equipment and product design and technical innovation. The sector is an important part of the national economy contributing £19 billion gross value added and employing over 360,000 people, many of them in highly skilled roles⁵.

The maritime sector is global in nature, mobile and growing with ships carrying 80% of global trade. Sea born trade is predicted to double by 2030 in line with the forecast growth in international trade. The UK is ideally positioned to exploit these conditions and drive growth in the UK maritime sector. Evidence indicates that the UK continues to be seen by the international market as a world-leading maritime centre. It also shows that the UK remains highly competitive, particularly in the field of maritime business services, maritime education, training and skills and marine manufacturing, engineering and research. The UK maritime cluster's contribution to the economy is already substantial and, with the right conditions, can be grown further. However, this potential growth and the UK's international position cannot be taken for granted. In the face of increasing competition from fast-growing maritime centres in other countries "the UK maritime sector must be willing to adapt, improve and change to successfully exploit these opportunities⁶."

The UK's maritime education and training infrastructure is second to none, with educational provision and professional skills development in prestigious universities and colleges. These institutions benefit from significant input from, and collaboration with, the world's most successful maritime businesses. In addition, many of the world's leading maritime industry research and training institutions, manufacturers and service providers are located in the UK. The sector features globally recognised and industry-leading brands that drive forward key developments in equipment, product design and technical innovation. Research and Development in the maritime sector is extensive, supported by the world-class capabilities of

⁵ UK Trade & Investment, January 2013

⁶Department of Transport: *Maritime Growth Study: Keeping the UK competitive in a global market* (Sept 2015)

UK universities and research institutes. The UK's maritime research landscape is further enriched as a result of the large numbers of small and medium size enterprises (SMEs) at the forefront of R&D and innovation.

Portland has particular strengths in the maritime sector, particularly advanced engineering and manufacturing. Due to its maritime naval history, Portland still has a number of businesses involved in defence related activities. The deep water port creates opportunities for businesses not only in the port estate but on Portland and beyond. As well as providing world class sailing and leisure facilities, Osprey Quay offers modern workspace. Significant local businesses include Sunseeker International, the leading leisure boat manufacturer of luxury motor yachts, which has expanded its manufacturing expertise in Portland. Coordinated action involving national and regional support agencies is required to grow and develop the maritime sector to meet the needs of businesses in the sector particularly to increase sales and productivity.

Renewable Energy

Despite changes in policy and support surrounding renewable energy and incentives for renewable energy technologies, Portland offers an ideal environment for renewable energy companies to thrive and there are opportunities for wave and tidal power as well as solar and wind power development.

The Port of Portland, with ready access to deep water, can assist in putting the region at the forefront of construction and support to renewable energy development.

Portland has the potential to become a leading location to test and develop renewable energy development as well as supporting the development of community renewable energy. The generation of energy locally at a community level offers the opportunity to retain spending on energy for the benefit of local people and the local economy. This could be achieved for example by supporting plans to develop the 30 MW of tidal stream renewable energy in partnership with Regen SW and the SW Marine Energy Park. In addition, development of renewable energy technologies provides opportunities for skilled job creation, local economic growth and significant financial benefits.

The opportunity exists to work with partners, such as the Dorset Energy Partnership, an active group of organisations set up to develop and deliver the Bournemouth, Dorset and Poole Renewable Energy to 2020 Strategy (2013), to support the development of both business and community renewable energy options for Portland including building a business case to support the development of community renewable energy.

Tourism

Tourism is identified as a key growth sector by the Dorset LEP: the sector is a leading contributor to the overall well-being of Dorset, sustaining and supporting a significant number of jobs (over 42,000 individuals are employed in Dorset in the sector). At a local level, exceptional rural and coastal landscape has meant that tourism has been an important economic sector for Portland.

Portland Tourism: Key Facts
38,000 staying visitor trips
343,000 day visits
£24 million direct visitor spend
£24.7 million total visitor related spend
650 actual jobs supported by visitor related spend

2013: The South West Research Company

The island has a number of natural and visitors attractions which predominantly meet a domestic day-visitor market.

There are a number of tourism 'assets' that need to be included within actions to develop the visitor economy on the island. Portland Port has witnessed significant growth over the last five years. During 2015, the Port is expected to host 22 cruises accommodating in excess of 26,000 passengers. The port received an award by Cruise Insight Magazine for 'Most Improved Cruise Destination' in 2012. The tendency is for passengers to be taken by coaches off the island to other established destinations during their short stay. Further coordinated actions are needed to market and promote Portland for cruise visitors.

The island also offers a significant activity adventure product. The Weymouth & Portland National Sailing Academy hosts world class facilities for sailors and Portland Harbour provides a safe venue with a full range of water sports including diving, paddle boarding and kayaking. The adventure tourism sector continues to grow. The key to success is the ability to respond to opportunities through destination making, making use of new technology and developing products that build on strengths and assets.

In addition to the existing visitor product, a number of major tourism developments are in the planning stage, which could have a dramatic impact on the tourism offer on Portland.

- The expectation is that the £80 million Jurassica visitor attraction would attract over 500,000 visitors per annum, creating more than 150 full-time jobs and contributing £20m into the county's economy.

- The £25-30m MEMO project, which has secured planning permission, is dedicated to bring together the arts and sciences to build a truly global beacon for diversity. Locally, MEMO will act as a visitor attraction, with projected gross economic impact of nearly £20m pa. Visitor numbers are projected at 140,000 within three years of launch.

Both projects have secured financial support from the Dorset LEP, with the expectation that they will make a significant economic contribution to Portland and the wider sub region. Clearly, an important consideration is ensuring that the proposed developments protect and enhance the environmentally sensitive areas of international and international importance. Managing tourism flows in and out of Portland is a major issue, specifically if Jurassica secures the estimated 500,000 visitor per year. Concerns continue to be raised about the implications of heavy tourist traffic and over-tourism to the island.

Without doubt, there is a need to upgrade its tourism status for the domestic and overseas markets as well as diversify into new visitor market segments. Improvement of the quality and range of the overall tourism offer have started to become more apparent as new visitors are attracted to Dorset due to the uplift stimulated by the increased publicity of the 2012 Games, the World Heritage Coast, Jurassic Coast', joint marketing activity with partners and a quality drive by the private sector. The inclusion of new destinations such as Jurassica and MEMO offer the potential to dramatically increase the overall value of the visitor economy.

The Portland Tourism and Visitor Management Strategy provide a good basis for developing a strategy and action plan that develops the visitor economy in a managed and sustainable way. What is needed is for the new strategy to align to the priorities and actions set out within the Dorset Destination Management Plan.

5. Vision and Strategic Objectives

The national economy is starting to grow after a period of recession. Despite being a priority for the Council (and an evident appetite for economic growth), there remains a lack of clarity and consensus as to what economic development and growth means for Portland. Portland is a resilient island that has adapted to change throughout its history. The island needs to continue to play to its strengths and assets. It needs to take account of what makes the area 'stand out' in an increasingly crowded global marketplace to foster and attract enterprise and investment.

Our research and the Neighbourhood Plan provide an opportunity for the local community to define its economic destination. The evidence, particularly current and planned investment, and our discussions with key stakeholders suggest an area in transformation:

- Further private sector investment in Portland Port (Northern Arc – Osprey Quay/Castletown);
- New investment to build on the Olympic legacy offer;
- Plans to transform the tourism offer through Jurassica and MEMO developments as well and improvements to the co-ordination and signposting of cultural and heritage attractions and
- Appropriate use of land offer in Tophill.

The economic profile demonstrates a need to agree a future vision for Portland and define and implement a game-changing strategy with a focus on building on strengths and assets and unlocking the potential to deliver growth. Creating a sustainable high performing economy will be at the heart of the growth strategy, delivering faster sustainable economic growth with opportunities for all to flourish by increasing productivity, innovation and the quality of jobs.

The adopted West Dorset and Weymouth & Portland Local Plan sets out a vision for Portland:

"In 2031, Portland

- Has maintained and enhanced the unique character of the island in terms of its built and natural assets, whilst thriving economically and socially for the benefit of residents and visitors.
- Is the home of specialist maritime industries and other growth sectors that benefit from its unique location, providing it with a good supply of well-paid jobs that benefit the local community and wider area. Portland Port will have maintained and expanded its role as a port of national and international importance as a location for sustainable job creation.
- Has a broad tourist offer including activity based on sustainable tourism such as water sports, climbing, walking and bird watching that capitalises on its unique location
- Has reduced the levels of multiple deprivation and has good education and skills provision."

The Neighbourhood Plan's Vision consultation phase added references to an evolving arts and culture provision, cruise ships and attracting overseas visitors. It also included a reference on the importance of balanced housing provision and adequate transportation networks, as well planning for climate change. Although a small response (33) there was an 80% agreement rate to this augmented vision.

Aimed at developing the economy of Portland over the next fifteen years, our Economic Vision builds on the policy and programme context at a national and regional level and the unique assets and opportunities of the area. The shared vision for Portland is:-

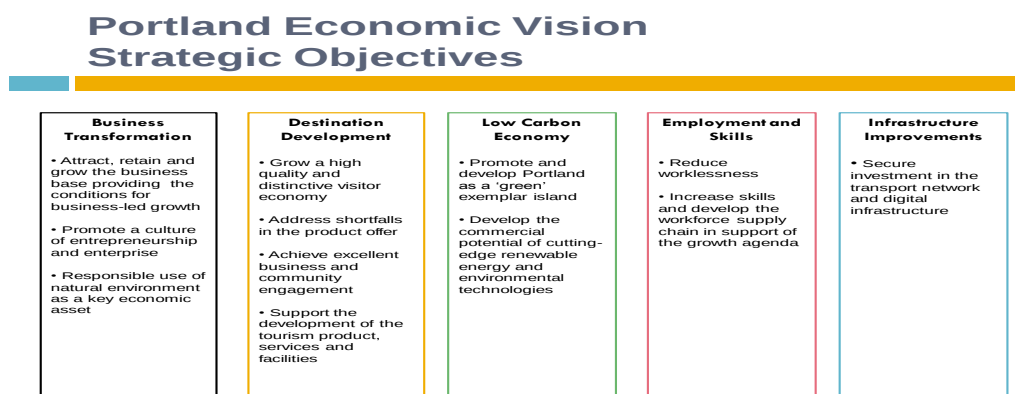
Drawing upon our key strengths, the island will be a leader in innovative business, destination development, maritime services and low carbon technologies, connecting its residents and businesses to more opportunities, and providing an ideal environment to grow, start and locate a business. Portland will be a leading player in the thriving Western Dorset Growth Corridor and to the UK.

This is not necessarily a pro-development agenda; there is a need to achieve growth whilst protecting and enhancing the natural and built environment. It is also important to recognise that the opportunities created by economic growth and development are shared fairly among the town's resident population.

We acknowledge that the economic vision can only be delivered through a cohesive and coherent partnership of public, voluntary and the privates sector working together. Our immediate focus will be on putting in place the foundations, structures and funding to achieve and deliver economic growth. Our short term priority is to continue to build momentum and the capacity of the local area to improve the island's economic future and quality of life for all. Our action plan proposes a number of new partnerships and task groups to design and develop priority activities, including tourism, sustainable energy and community assets. We will also work closely with the Coastal Community Team in Weymouth to explore and develop opportunities of mutual economic benefit.

Strategic Objectives (SO)

Delivery of the Economic Vision is organised around 5 Strategic Objectives, which will be the focus of support and activity.



Business Transformation

SO1: To support the growth and development of a vibrant business community focusing interventions on those growing and opportunity sectors, including the maritime, advanced engineering and renewable energy, capable of delivering higher skilled, higher waged jobs.

Working with our partners across the County, we will support existing businesses to grow, specifically those offering higher-value employment opportunities and work to attract new employers to the island, creating job opportunities for all residents. This is vital to counterbalance the outmigration of workers and young people. An important part of this is ensuring that the planning framework enables a pipeline of quality, office, industrial and incubator space to come forward in locations that are attractive to modern business.

We will create a more entrepreneurial and innovative economy, helping new business start-ups encouraging new and growing private sector businesses.

Destination Development

SO2: To support the sustainable growth of the visitor economy, which celebrates the unique strengths of Portland, supports jobs and generates business opportunities.

Tourism is a key driver to the economy of Portland. We need to build on the natural environment and 'uniqueness' of Portland. We want to establish Portland as a world-class destination in which visitor will experience a superb product and quality of service. We will work with partners from the public and private sector to develop and grow the visitor economy on Portland based on its unique strengths and character, which generates higher spend and local income, enhances its image and reputation and improves the quality of life for local communities.

Low Carbon Economy

SO3: Capitalising on its natural resources and advantages, support the development of a low carbon economy, specifically renewable energy.

The transition to a low carbon economy heralds an exciting but challenging economic and social transformation. Portland has the natural resources, specifically offshore wind and tidal potential, to become an exemplar in green energy and low carbon investment. We will promote a collective effort to put Portland at the forefront of research, development and applications to make Portland a 'green' exemplar island. A key focus will be harnessing the rich mix of energy streams, including wind, tidal and solar, to achieve economic, social and environmental gains for Portland.

Employment and Skills

SO4: To support the delivery of an appropriately skilled, motivated and productive workforce to drive economic growth

Every successful economy needs high quality skills to attract and retain high quality employment. Enhancing the skills of the adult workforce and young people entering the workforce is vital for economic growth. We will work to ensure that residents are equipped with skills for work and that the skills needs of businesses are met.

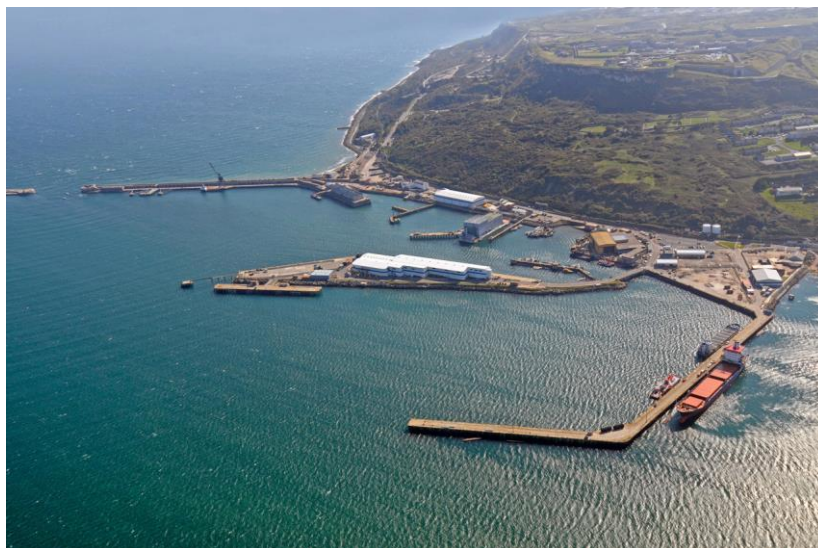
Strong links between schools and employers are an important part of effective education. We will improve and establish mechanism to support employers and IPACA (the community college), Weymouth College and other education providers to work together more effectively

Infrastructure Improvements

SO5: To ensure the provision of adequate infrastructure improvements as a basis to secure smart economic growth

Successful economies also need adequate infrastructure to provide the basis for smart economic growth and an important element of our economic plan is to improve the physical and digital infrastructure to unlock economic growth potential. Poor broadband connectivity has become a major obstacle to economic growth, which makes improvements to digital communications our key priority.

We want to encourage improvements to the local highways to address local congestion, improve public transport provision and improve accessibility for local businesses, residents and tourists.



6. Action Plan

Our Economic Action Plan has been prepared by the Economic Vision Board and will contribute to achieving the vision and includes details on resources and timescale. The Action Plan is included as a separate document (Appendix 2) and outlines proposed actions as a basis for development and delivery, following various stakeholder consultation events carried out by the Economic Vision Group Members based on the five Strategic Objectives.

The Economic Action Plan is a live, working document that will be delivered over a five year period and will be renewed annually in order to revise actions in line with need and opportunity and to monitor its performance. As such, the Action Plan will be dynamic and capable of responding to change. It brings together existing and new projects and is not intended to be an exhaustive list of all activities; rather it is a selection of key actions across the island that has the potential to deliver greatest impact.

Projects are set out under each of the five Strategic Objectives and all have the potential to trigger growth and economic change. Many require a level of public sector intervention and, critically, leadership from the private sector in response to identified needs and opportunities.

The Economic Action Plan includes a number of short term 'early-wins'; our short to medium actions will particularly focus on the Business Transformation and Destination Development objectives to support our businesses to grow as well as raising the profile of Portland and promote the island as a destination and investment location of choice.

Our key priorities and projects focus on realising the potential of Portland. We recognise that there is a strong functional economic relationship with Weymouth (and indeed Dorchester). To secure economies of scale and sub-regional impact, a number of the project will be delivered in partnership with the Coastal Community Team in Weymouth and, in some instances, across the wider Western Dorset Growth Corridor.

7. Cross-cutting Themes and Headline Targets

Cross-cutting themes

Our actions will be underpinned by 4 cross-cutting themes:

Partnership working: More than ever, delivery of the Economic Vision will be about working in partnership to get the most from scarce resources. This will include establishing a new relationship between the private and public sector and local community to drive forward our growth agenda.

Equality: Social equality and ensuring that all residents benefit from growth will be at the heart of the plan as is the principles of community economic development with an emphasis on local participation and collaboration.

Leadership and coordination: The private sector needs to provide effective leadership to rally support and commitment to the Economic Vision and Plan, including securing the effective and efficient use of resources to kick-start action. Leaders within the public sector need to support this process and ensure transparency and accountability when public funds are utilised.

Changing perceptions: A key theme will be to change the perceptions and raise the profile of Portland as investment locations and a place for business. An important component of this will be to improve the local built environment and tackle areas that show decline in the public realm, buildings and improve the general gateways onto and within the Island.

High Level Targets: what we want to achieve

Identifying key performance indicators and targets will be an important part of designing the Action Plan. The Economic Plan proposes eight headline performance indicators and targets, which have been selected taking into account:

- The specific aims of the Economic Vision;
- Measurability, taking into account the availability of data and resources, and
- The need for simplicity and clarity of purpose.

The indicators and targets have been established by taking into account the baseline and align with performance targets set out within the Western Dorset Growth Corridor. The indicators will be tracked on an annual basis using Dorset County Council's performance management resource to assess change in the health of the local economy.

In addition, a Business Survey will be undertaken every two years to review business performance and satisfaction with a focus on recent growth; obstacles to success and skills.

High Level Targets – to be achieved by 2030

For Portland to secure upwards of 3,000 new jobs (gross increase based on Dorset LEP figures)
To increase the number of VAT registered businesses to the annual UK average
To secure substantial on-site progress at Portland Port and Osprey Quay by releasing the employment space
To raise the qualifications and skills levels, specifically Level 4, of the working age population to the national average
To raise average wage levels to the regional average
To reduce long-term unemployment to below the national average
To increase staying visitors by 10% and day visitors to the island to 25%
To secure in excess of £15 million external grant funding to support and encourage economic growth on Portland

8. Next Steps and Delivery

The Portland Economic Plan is a **working document** that will need to be delivered over the next 15 year (2015 to 2030) period. The plan will only succeed in realising our ambition and priorities through collaboration with all our partners at a local, national and European level.

In order to deliver this vision and Action Plan we need to define and secure appropriate resources. We are now entering a period where public spending will be significantly reduced. As well as agreeing priorities for action, we will proactively identify, promote and implement innovative funding solutions to drive forward the strategy, specifically through:

- Dorset Growth Deal; European Funding; Coastal Revival; Coastal Community Funds; Alternative Investment Opportunities

Our next steps therefore are to utilise our agreed communication channels to feed into Local Authorities, Dorset Local Enterprise Partnership and other relevant bodies and individuals to further communicate our plans.

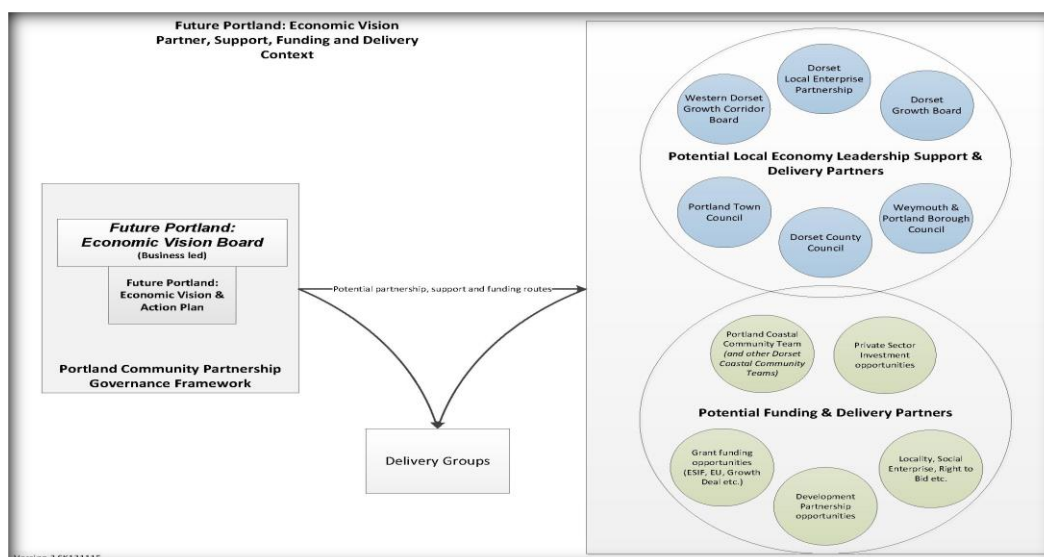
In order to assist with this we will look to:

- strengthen the Vision and Plan Board and widen its representation.
- support the development of sub and action groups
- determine the best governance and delivery structures to put in place

Delivery Arrangements

Our proposals therefore to deliver the range of actions and projects set out in the Action plan will require differing but flexible delivery structures and groupings with the core intentions as set out below.

- An oversight and partnership board which establishes a comprehensive framework for action and acts as a champion for the Vision
- Delivery structure organisations which can respond flexibly within the framework agreed and have the resources to do this.
- A delivery framework which can be widely understood measured and reported on but which can be continually kept live and current.



Future Portland: Economic Vision & Plan

“There are risks and costs to action. But they are far less than the long range risks of comfortable inaction.”

John F. Kennedy



Portland Community Partnership



Volunteers needed

West Weares Litter

pick

Meet at Quiddles

10.00am on 10th or 12th March

All children to be accompanied by an adult

Refreshments at 1.00 pm for everyone helping

Call 01305 826440 to register your interest

Let's make this area great

again !

Various Highways Issues

Having rung Highways at DCC I have been informed that you are our local point of contact. I hope that this is correct and if not please can you ensure this gets to the right person.

We have received several complaints from members of the public regarding the following issues:

The first issue is flooding at the corner of Grove Road and Easton Lane. Every time there is some heavy rain, which is frequently, the water does not drain away but collects in quite a large pool of water across the road surface making accessing the other side of the Grove Road difficult if on foot. I have included photograph 050 for you to see the residue left from recent rainfall.

The second issue is the footpath located between East Street, Fortuneswell and Verne Common Road it is regularly used but is becoming unpassable due to vegetation growth. This path has not had a cut back for quite some time.

The third issue all relate to stone walls in varying states of disrepair that run parallel to footpaths. The walls are owned by private landowners who may need a reminder of their duties to maintain their boundaries. I have included several photos so that you can see how likely they could cause harm to members of the public. The first area of wall is on Easton Lane just beyond the Drill Hall towards Easton village. This photo is number 044. The second are is High Street Southwell/Portland Bill Road. The photos for this section are 054,065,064,066. The third section is Avalanche Road, Weston/Southwell Border (just before the mini roundabout). The photo for this section is 067.

I look forward to hearing from you with regards to actions taken and thank you in advance for your co-operation.

Yours sincerely,

Catherine Bennett

Assistant Town Clerk



Hi Catherine

First apologies for the late reply. The gullies at the junction of Grove Road and Easton Lane are an ongoing problem due to detritus constantly being washed down to their location and subsequently continually blocking them.

We do have them jetted on a regular basis and try to stay on top of the situation. I shall produce a works order to have the path in question cleared of any obstructive vegetation. As soon as permits (I hope you can appreciate we have been rather busy due to the inclement weather) I shall address the issue of walls that have fallen into disrepair around the island.

Kind Regards