

Future Portland
Portland Economic Vision and Plan

ACTION PLAN

January 2016

Version 1: 28/01/ 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)	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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.	<ul style="list-style-type: none"> - 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.	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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.	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Preparation of Destination Action Plan 	Tourism Action Group	Staff time
Portland Destination Brand	Development of a creative and innovative Portland 'brand'	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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.	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	EVB 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	EVB / 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	EVB / 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	EVB / 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	<ul style="list-style-type: none"> - 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;	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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.	<ul style="list-style-type: none"> - 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.	<ul style="list-style-type: none"> - 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.	<ul style="list-style-type: none"> - Greater understanding of skills gaps - Assessment of future skills requirements of local industry 	EVB WDGC WPBC	WDGC
Local Apprenticeships	Increase the number of apprenticeships being undertaken in the area	<ul style="list-style-type: none"> - Increase in number of local apprenticeships 	EVB WPBC WC	tbc
Skills provision	Ensure the skills and qualification requirements of key sectors can be met within the local population	<ul style="list-style-type: none"> - Increase take-up of skilled jobs by local people 	EVB Skills providers	tbc
Skills Hubs	Investigate the potential of reuse of former boat building yard (WC) as a centre for vocational skills development	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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