Bournemouth, Christchurch and Poole Growth Plan

Stantec

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Foreword

Momentum is building across Bournemouth, Christchurch and Poole with our proud heritage, communities and culture showcasing the best of our towns. Home to more than 408,000 residents, over 15 miles of award-winning sandy coastline alongside 26 miles of harbourside landscape. There are 15,500 businesses, three universities, two major hospitals, a premier league football team, award-winning museums, a castle, international conference centre, expanding airport, commercial port, and robust digital infrastructure, this is an area embracing the future and brimming with positive progress.

The Bournemouth, Christchurch and Poole Growth Plan presents a clear and confident framework for building on this foundation. It articulates how Bournemouth, Christchurch and Poole (BCP) Council and its partners will support businesses to innovate, grow and compete; strengthen our workforce and skills base; unlock the potential of our town centres and neighbourhoods; and enable high-quality, climate-resilient development. Our ambition for Bournemouth, Christchurch and Poole is rooted in the wellbeing of all residents, especially children and families. By investing in education, health and inclusive communities, we create the foundations for sustainable economic growth, opportunity and improved quality of life for current and future generations.

Delivering this ambition will require strong collaboration and sustained investment. Success depends on partnership between local government, the private sector, investors, education & training providers, community & voluntary organisations, and our residents. This Growth Plan is therefore both a commitment and an invitation: a commitment to fostering the conditions for inclusive and sustainable economic growth; and an invitation for partners to work with us to realise this shared ambition.

By working together, we can ensure that Bournemouth, Christchurch and Poole continues to support nature recovery, bolster the regions sustainability and be vibrant places where people and nature thrive; where towns and communities are well connected; and where economic success goes hand in hand with improved health, wellbeing, opportunity and quality of life for all.

Marked as CONTROLLED - INTERNAL

1 Executive Summary – The plan at a glance

A distinctive Bournemouth, Christchurch and Poole Growth Plan

This Growth Plan has been developed by Bournemouth, Christchurch and Poole (BCP) Council, working in partnership with businesses, education providers and wider stakeholders, to set out a clear and ambitious roadmap for economic growth and prosperity across the area. The Plan establishes a shared, place-based approach to unlocking growth, building on Bournemouth, Christchurch and Poole's distinctive coastal economy, diverse sector strengths and high quality of place. It aligns closely with the UK Government's Modern Industrial Strategy and supports its core mission to drive sustainable economic growth, alongside wider national priorities to boost productivity, support innovation, deliver net zero and improve living standards.

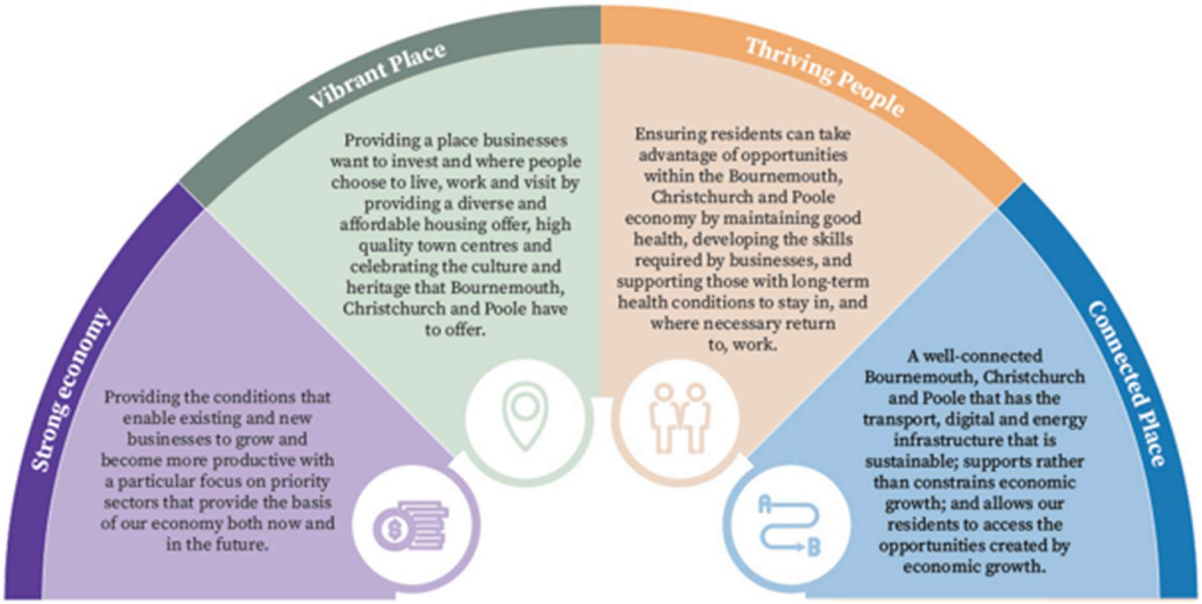
We want to make Bournemouth, Christchurch and Poole a place where people and businesses want to be, because of the vibrancy of our communities, the strengths of our economy, the skills of our people, the wealth of our culture and heritage and the quality of our infrastructure, our environment and quality of life.

Aim of the Growth Plan

The Growth Plan aim is for

Bournemouth, Christchurch and Poole to become a better-connected, sustainable, productive and inclusive economy, supporting good jobs, skilled people, homes for all and a quality of life shared across communities by 2036.

This aim reflects both the opportunities and challenges facing Bournemouth, Christchurch and Poole, and the ambition of the Council and its partners to shape growth that is resilient, inclusive and place-based. The strategy is structured around the following four strategic priority themes:



2 Purpose of the Bournemouth, Christchurch and Poole Growth Plan

The towns of Bournemouth, Christchurch and Poole within Dorset, sit at the heart of a distinctive and resilient south coast economy. It is the South West's second largest urban area and the homes to over 408,000 people. The area has a diverse economy combining a nationally significant financial and professional services sector; a rich cultural offer; and a thriving creative and digital economy. The area boasts three universities that provide access to a highly skilled workforce as well as leading research and innovation activity in areas such as health and digital. These economic assets are complemented by a strong educational performance amongst school aged children.

Like many other areas, the towns of Bournemouth, Christchurch and Poole face challenges to meeting their growth potential. Productivity levels remain below national benchmarks, reflecting skills shortages, the presence of sectors impacted by seasonality with opportunities to strengthen productivity, and an ageing population and workforce. The area's competitiveness and attractiveness could further be enhanced by delivering schemes at stalled regeneration sites; improvements to transport infrastructure to, and within, the area; addressing the significant housing affordability challenge; enhancing graduate retention; strengthening pathways from education into employment for young people; and balancing economic growth with protection of the area's unique natural assets. In addition, the economic prosperity is not equally benefiting all communities, including some children, young people and families who face barriers to opportunity and progression.

This Growth Plan (2026–36) sets out our shared ambition of Bournemouth, Christchurch and Poole Council and its partners. It establishes a shared aim and associated priorities to build a more productive, inclusive and sustainable local economy that benefits all residents, businesses and visitors, while improving outcomes for children, supporting families and strengthening access to high-quality education, skills and lifelong learning opportunities.

2.1 Building on strategic momentum

This Growth Plan builds on, and compliments, Bournemouth, Christchurch and Poole Council's existing strategic priorities that are brought together in the Council's Corporate Strategy that outlines the following shared vision – *"Where people, nature, coast and towns come together in sustainable, safe and healthy communities"*. The Plan sets out clear actions for the Council, and its partners structured around two clear priorities of Our Place & Environment and Our People & Communities. This Growth Plan supports key ambitions such as providing an inclusive, vibrant and sustainable economy that supports our communities to thrive; employment is available for everyone; skills are continually developed, and people can access lifelong learning; and people and places are connected by sustainable and modern infrastructure. Bournemouth, Christchurch and Poole's natural environment provides the backdrop to everyday life, with access to the stunning coastline of beaches, cliffs and harbours, along with precious nature reserves, chines, parks and green spaces connecting people with green and blue spaces on a daily basis.

Achieving economic growth is central to delivering successful places. This is demonstrated by the interlinkages and complementarity between the priorities in this Plan and existing strategic priorities such as:

- Making Bournemouth, Christchurch and Poole one of the best coastal places to live by delivering affordable, high-quality homes, as well as safe, secure, and sustainable housing – **Housing Strategy, 2021-27**.
- Recognising that health is a foundational economic asset given the intrinsic link between good health and well-being, inclusive economic growth and successful places by supporting the strategic priorities such as Living & Aging Well and Healthy Neighbourhoods & Communities – **Joint Health and Well-being Strategy, 2025.**
- The ambition to achieve sustainable economic growth in both urban and rural communities by creating accessible and prosperous places driving innovation – **Draft Local Transport Plan (LTP) 2026-2041**.

Our Growth Plan also aligns with the UK Government's Modern Industrial Strategy that sets out a priority mission to deliver strong, secure, and sustainable economic growth to boost living standards for working people in every part of the UK. The Strategy places a clear emphasis on growth being driven by high priority sectors, the same approach adopted in our Growth Plan through the complimentary priority sectors of advanced manufacturing, clean energy, professional services and digital technologies.

2.2 Devolution context and strategic positioning

Our Growth Plan is being developed at a time of significant political and institutional change across England, with devolution firmly at the centre of the Government's reform agenda. In this context, the Plan has been deliberately positioned not as a standalone or competing strategy, but as a core building block within the emerging Wessex economic geography. It reflects BCP's distinctive assets, opportunities and priorities, while aligning with, and intended to inform, the development of wider Wessex-level strategies and future devolution arrangements.

The Government has been explicit in its intention to expand devolution across England during this Parliament, with a phased approach prioritising areas able to demonstrate readiness, strong governance and a coherent economic geography. The BCP Growth Plan responds directly to this, providing a clear, place-based articulation of local priorities that can be aggregated at the Wessex scale. In doing so, it strengthens the overall evidence base for devolution by ensuring that regional ambitions are grounded in robust local insight and delivery-ready propositions.

Crucially, the Growth Plan is not intended to be superseded by future Wessex or devolved strategies. Rather, it is designed to feed into and shape them, acting as a foundational layer that informs regional investment priorities, supports alignment across neighbouring authorities, and ensures that BCP's role within a wider Wessex framework is clearly defined and evidenced.

As devolution arrangements evolve, the Plan will therefore serve a dual role: as a strategic anchor for BCP locally, and as a key input into wider sub-regional decision-making. This will ensure continuity between local ambitions and regional frameworks, helping to secure investment, guide partnership working, and maximise the benefits of devolution for residents and businesses across both BCP and the wider Wessex area.

3 Setting the Scene: Bournemouth, Christchurch and Poole's Economy and Place

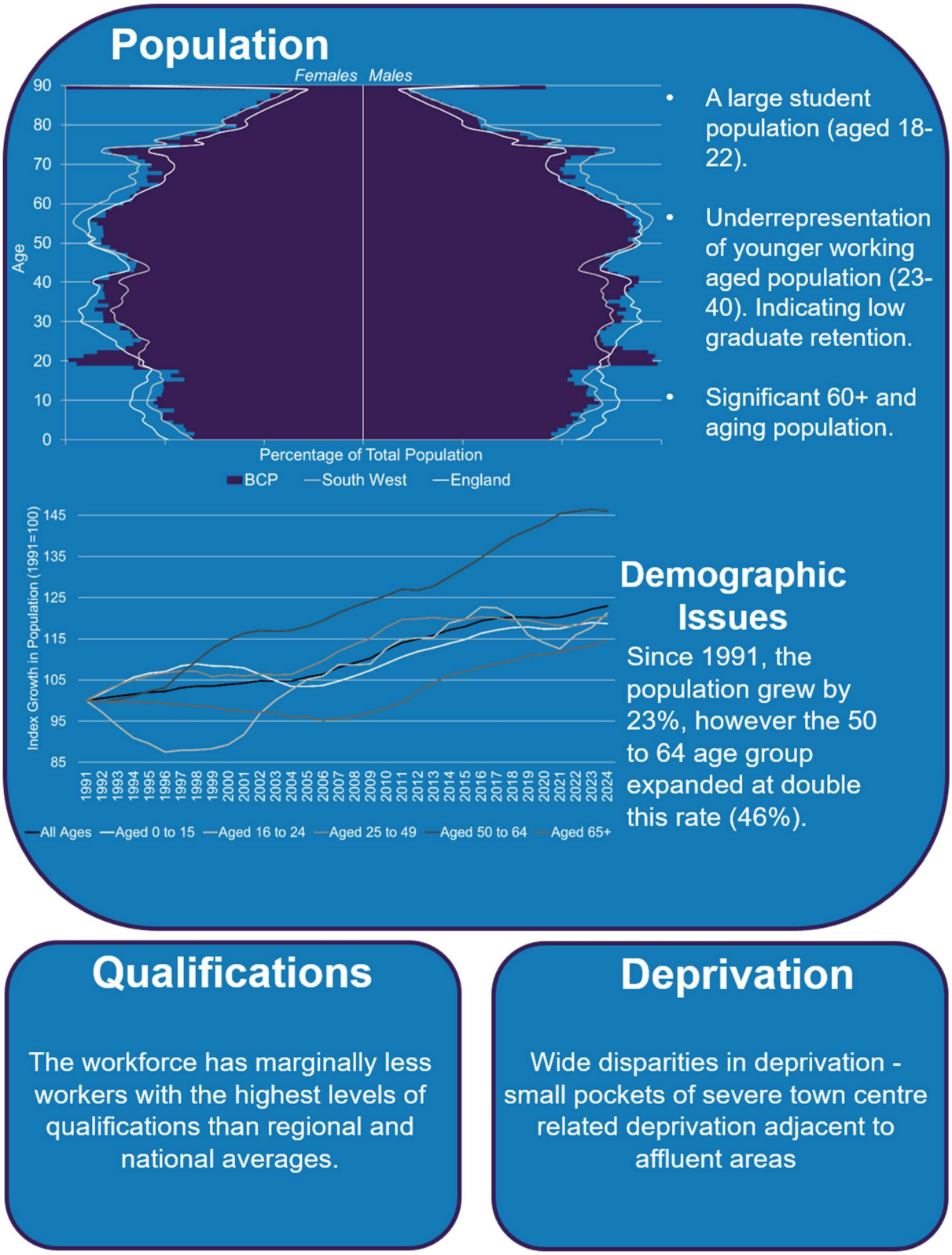
Bournemouth, Christchurch and Poole form a distinctive coastal conurbation with a strong quality of place and numerous strategic and sector based economic assets. However, the evidence shows that these strengths do not always translate into economic growth in line with national benchmarks, particularly in relation to productivity, skills and affordability. Demographic trends such as the area's age profile, rising housing costs and spatial inequalities present further challenges that must be addressed if growth is to be sustainable and inclusive.

By setting out both the opportunities and constraints facing Bournemouth, Christchurch and Poole, this chapter provides the foundation for the Growth Plan's priorities and interventions. It identifies where Bournemouth, Christchurch and Poole perform well, where key indicators lag, and why targeted action is required to unlock higher-value growth, support thriving communities and ensure that the benefits of growth are shared across all parts of the area.

3.1 Economic and Demographic Profile: Key Baseline Indicators

The graphics below present a concise, data-driven overview of Bournemouth, Christchurch and Poole's current economic, demographic and spatial baseline. They highlight key structural characteristics of the area's economy including population trends, labour market dynamics, productivity performance, sector composition, housing affordability and patterns of deprivation providing a visual summary of both the area's strengths and the challenges that constrain growth. Collectively, these indicators illustrate the underlying factors shaping economic performance and reinforce the need for targeted, place-based interventions to improve productivity, support inclusive growth and enhance long-term competitiveness.

Figure 1: Key baseline indicators

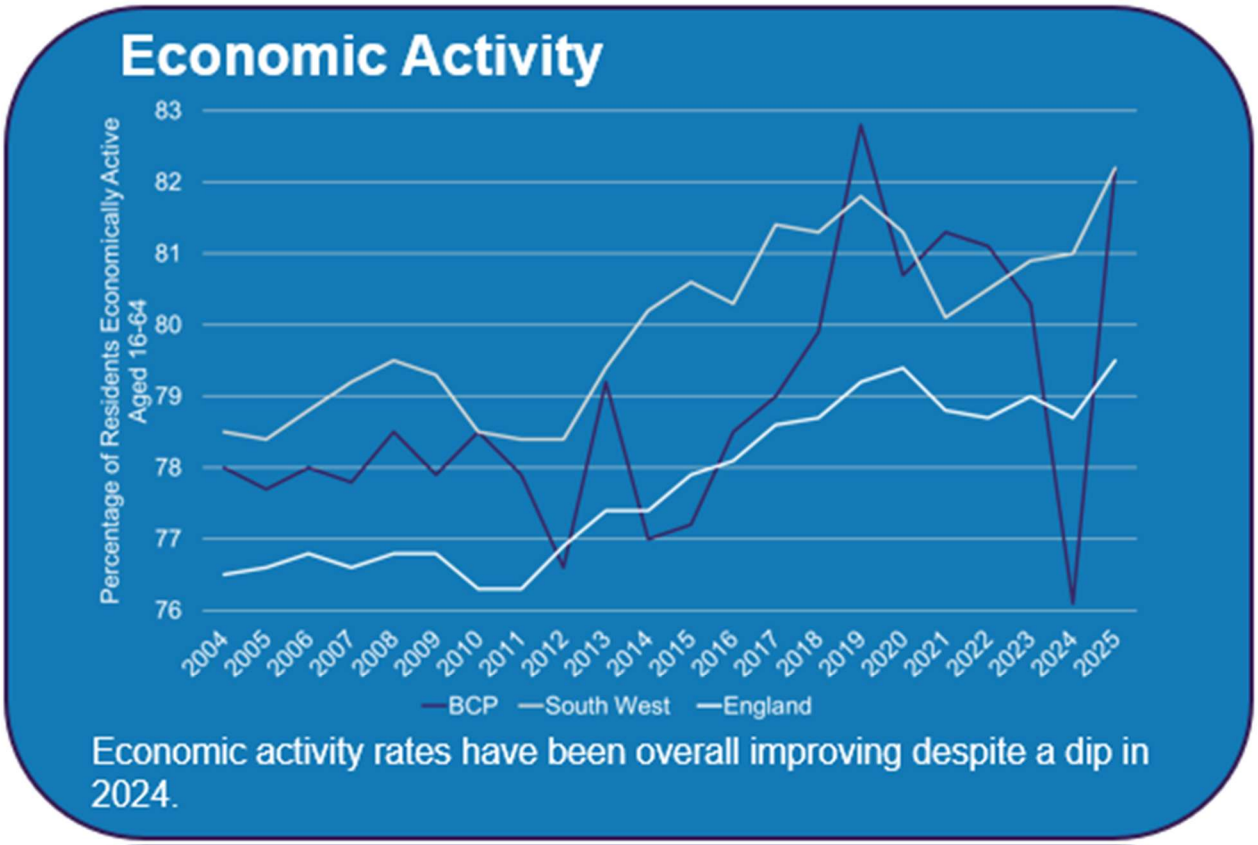


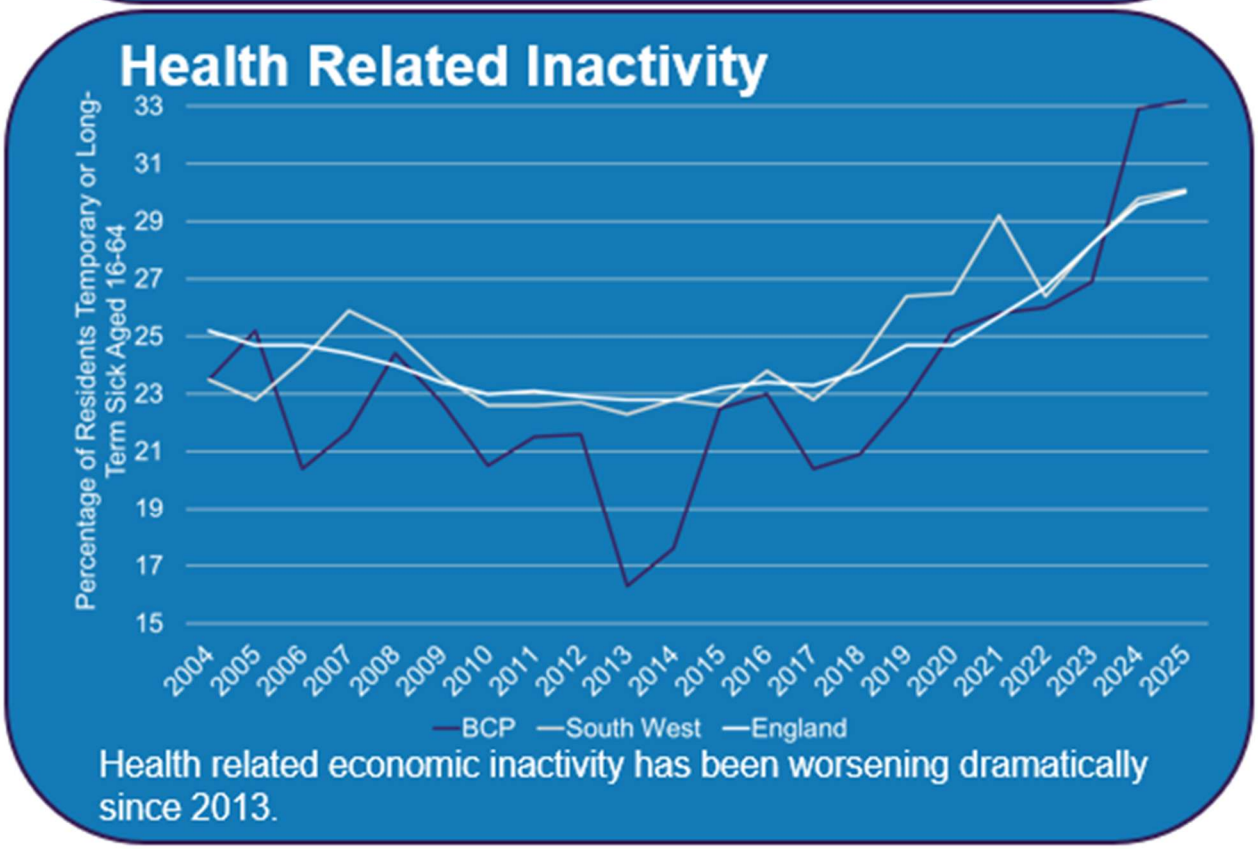
Qualifications

The workforce has marginally less workers with the highest levels of qualifications than regional and national averages.

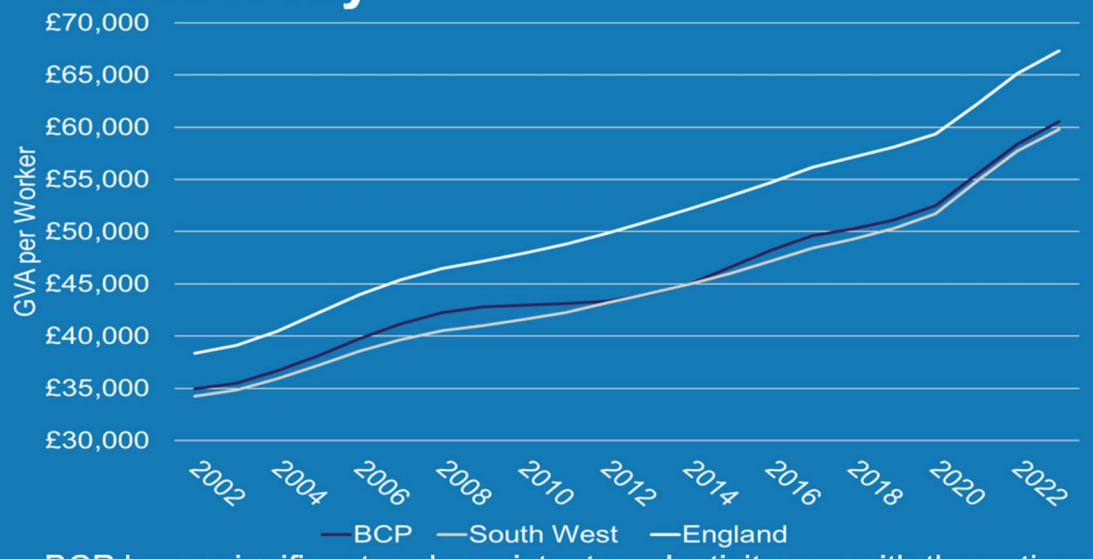
Deprivation

Wide disparities in deprivation - small pockets of severe town centre related deprivation adjacent to affluent areas


Economic Activity
Percentage of Residents Economically Active Aged 16-64
83
82
81
80
79
78
77
76
2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025
BCP
South West
England
Economic activity rates have been overall improving despite a dip in 2024.


Health Related Inactivity
Percentage of Residents Temporary or Long-Term Sick Aged 16-64
33
31
29
27
25
23
21
19
17
15
2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025
BCP
South West
England
Health related economic inactivity has been worsening dramatically since 2013.

Productivity

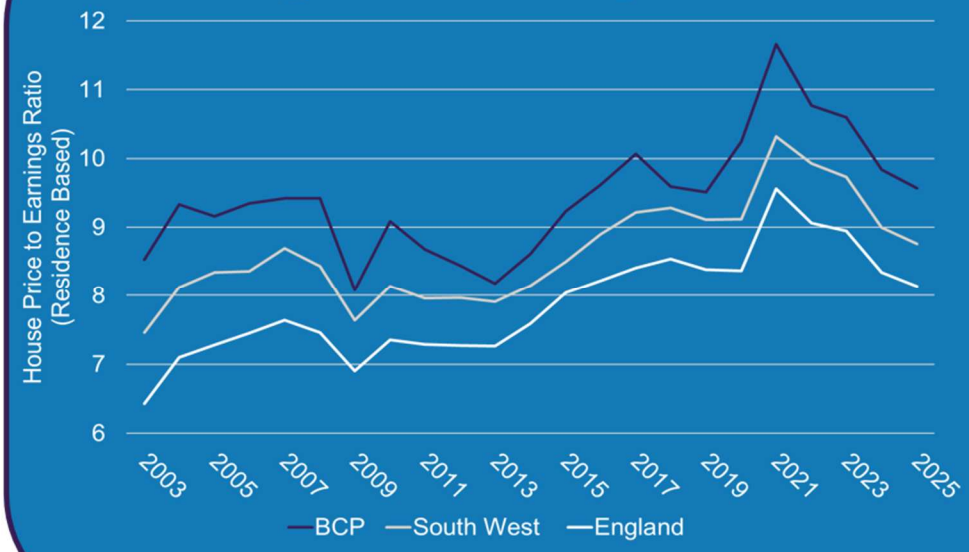


BCP has a significant and persistent productivity gap with the national average (approximately £7,000 behind by 2023).

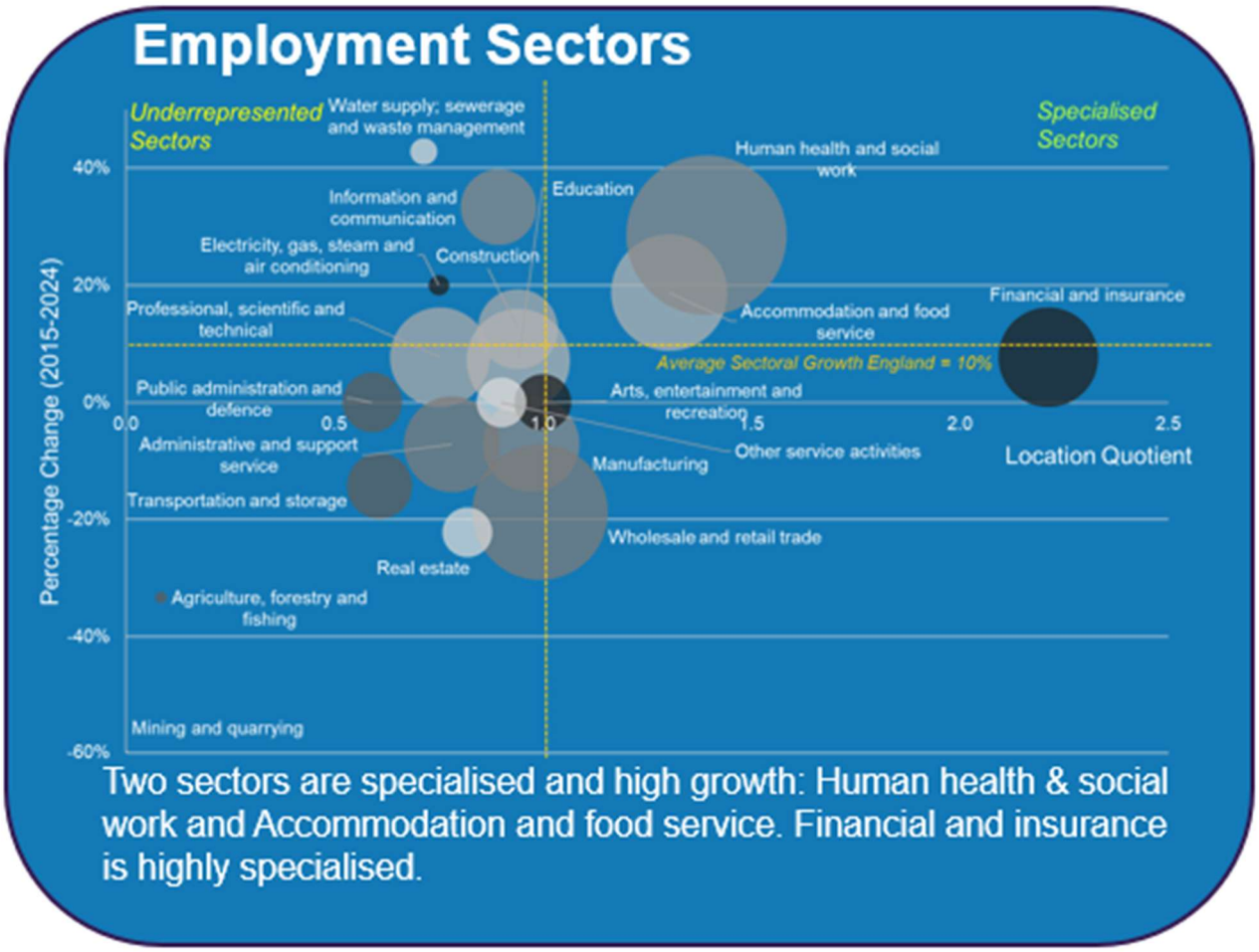
Commuting Patterns

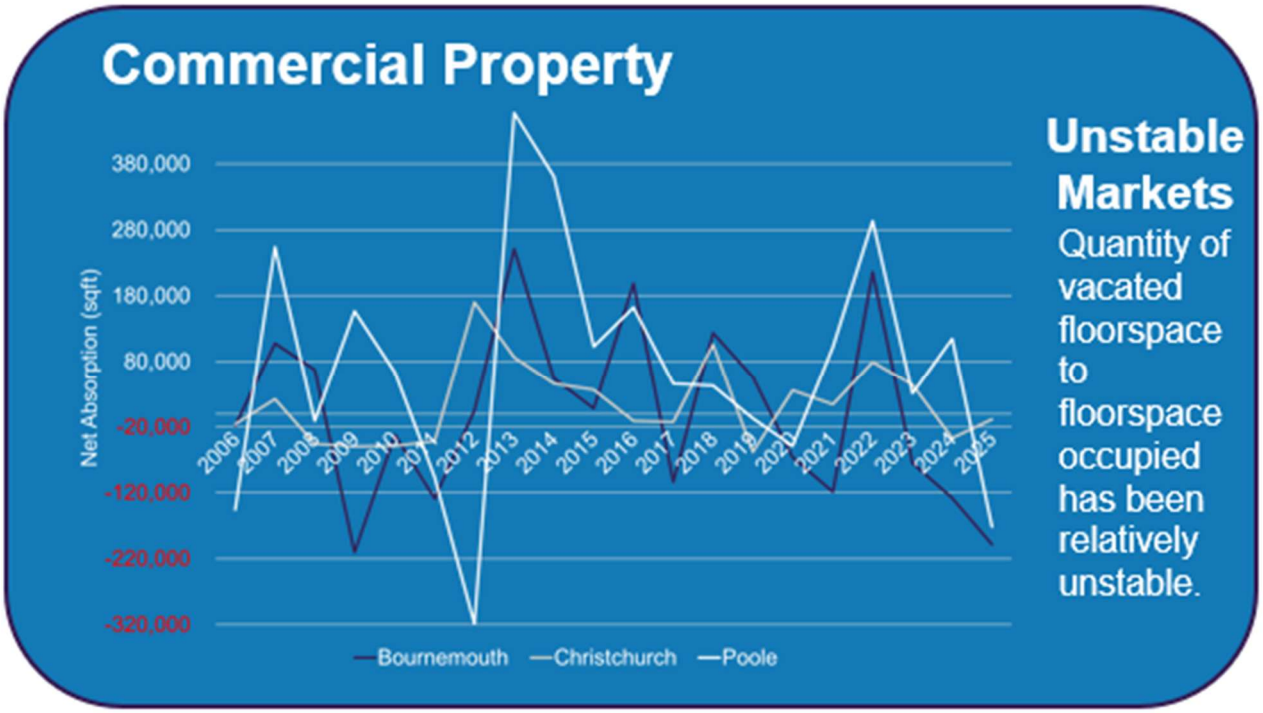
88% of the workforce in Bournemouth, Christchurch & Poole are also residents. 98% of residents work within in Bournemouth, Christchurch & Poole, Dorset, Hampshire, Southampton and Wiltshire.

Housing affordability



House Price to Earnings ratio is significantly above the level in South West and England.

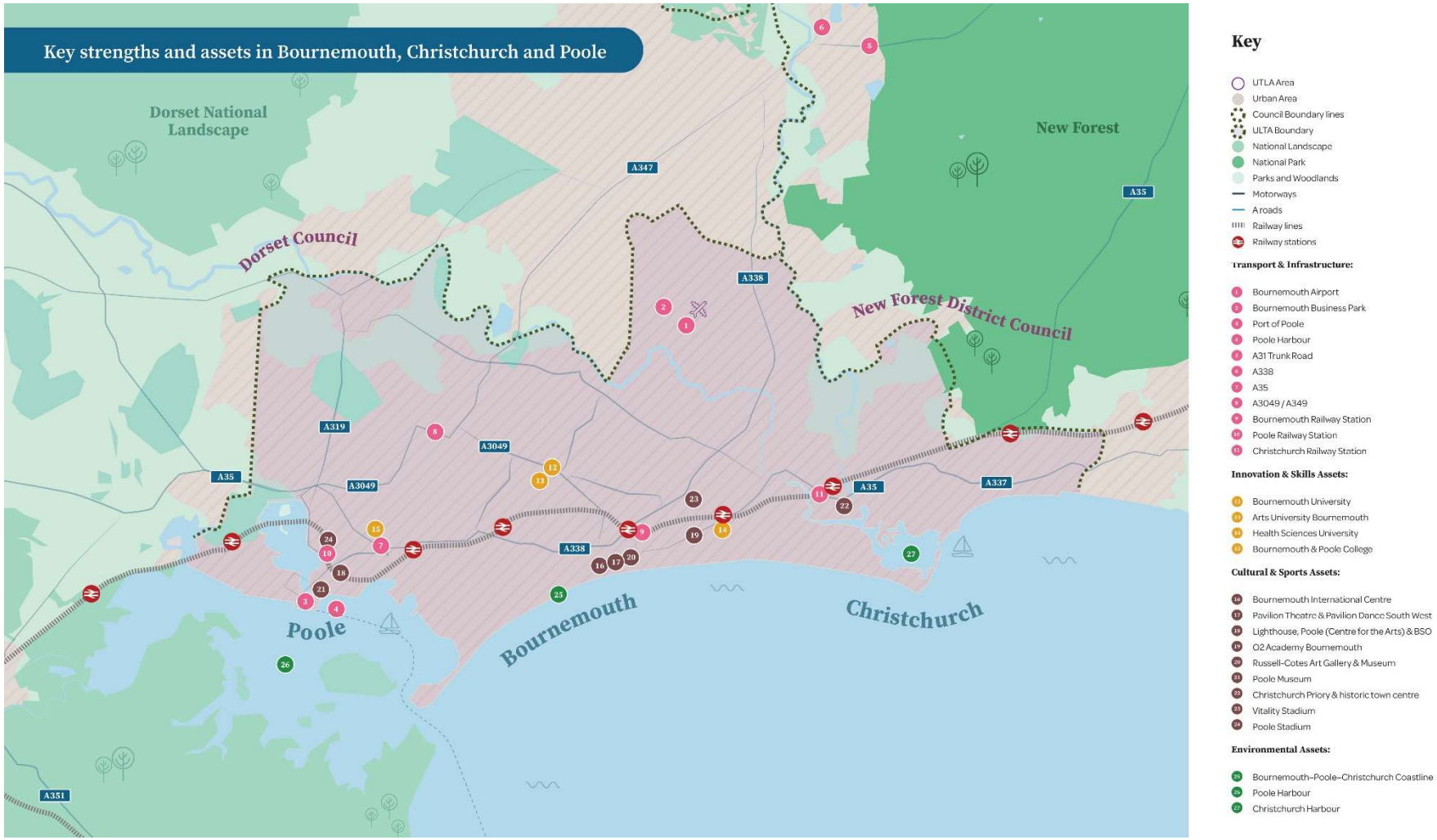

Employment Sectors
Underrepresented Sectors
Specialised Sectors
Water supply; sewerage and waste management
Human health and social work
Education
Information and communication
Electricity, gas, steam and air conditioning
Construction
Professional, scientific and technical
Accommodation and food service
Financial and insurance
Average Sectoral Growth England = 10%
Public administration and defence
Arts, entertainment and recreation
Administrative and support service
Other service activities
Manufacturing
Transportation and storage
Wholesale and retail trade
Real estate
Agriculture, forestry and fishing
Mining and quarrying
Percentage Change (2015-2024)
40%
20%
0%
-20%
-40%
-60%
0.0
0.5
1.0
1.5
2.0
2.5
Location Quotient
Two sectors are specialised and high growth: Human health & social work and Accommodation and food service. Financial and insurance is highly specialised.


Commercial Property
Net Absorption (sqft)
380,000
280,000
180,000
80,000
-20,000
-120,000
-220,000
-320,000
2006
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
Bournemouth
Christchurch
Poole
Unstable Markets
Quantity of vacated floorspace to floorspace occupied has been relatively unstable.

3.2 Key strengths and assets in Bournemouth, Christchurch and Poole

Bournemouth, Christchurch and Poole's key infrastructure and economic assets are presented below, highlighting the strategically important locations including Bournemouth Airport and the Aviation Business Park, the Port of Poole, one of the UK's largest trust ports, and Poole Harbour, the largest natural harbour in Europe. The map also identifies the town centres of Bournemouth, Christchurch and Poole, together with the extensive network of infrastructure, skills providers, heritage and cultural attractions, sporting venues, and environmental assets that support the area's economy and quality of life. It illustrates the strong interconnections between these assets, reinforcing Bournemouth. Christchurch and Poole's role as a strategically significant location on the south coast. In addition, it demonstrates the area's international trade and tourism links, which further enhance its connectivity, economic resilience, and global reach.

Figure 2: Key assets and strengths in Bournemouth, Christchurch and Poole



3.3 Sector strengths and growth opportunities

Bournemouth, Christchurch and Poole benefits from a diverse set of sector strengths which provide the foundation for future economic growth. These sectors combine established areas of specialisation with emerging, high-growth activities. Together, they underpin an adaptable economy that is well positioned to respond to national priorities around productivity, innovation and the transition to clean energy and low carbon.

3.3.1 Advanced manufacturing and engineering

Bournemouth, Christchurch and Poole region has a strong and growing advanced manufacturing and engineering sector, building on its marine and maritime heritage alongside strengths in defence and security, aviation, advanced materials, and digital technologies. A network of globally trading firms and specialist SMEs creates a resilient, innovation-led supply chain capable of responding to emerging opportunities in high-value and dual-use markets. The sector is worth £983m in GVA to the local economy employing 13,000 people. The area is home to major employers like Sunseeker, RNLI, Curtiss-Wright, Yunex Traffic, Field International, BAE Systems and LUSH.

Cluster organisations, including the Dorset Engineering and Manufacturing Cluster (DEMC), the South West Regional Defence and Security Cluster (SWRDSC) provide critical support to business collaboration, innovation, skills, and productivity. Strategic assets such as the Port of Poole and Bournemouth Airport enhance national and international connectivity, supporting export-led growth and supply chain integration.

Innovation is underpinned by strong links with Bournemouth University and Arts University Bournemouth, supporting the adoption of advanced manufacturing, digital engineering, and Industry 4.0 technologies. Marine, aviation, and defence-related activity is complimented by growing convergence with digital capabilities, enabling innovation in areas such as autonomous systems and smart manufacturing.

In addition, Bournemouth, Christchurch and Poole forms part of a strong and evolving Wessex defence, security and cyber ecosystem, combining its advanced engineering capability with leading cyber research.

Together, these strengths position Bournemouth, Christchurch and Poole as a competitive and investable location for advanced manufacturing and engineering and security, supporting productivity growth, high-value employment, and the transition to a sustainable, low-carbon economy.

Assets

From the creation of the Plessy barcode, first used by Sainsburys to the invention of the Bath Bomb and Lava lamp, Bournemouth, Christchurch and Poole is home to a thriving and varied manufacturing and engineering sector.

- Bournemouth University - offers advanced capability in AI, autonomous systems, including simulation and testing environments. The Home to Cyber Security Competence Centre Security Research Group it has facilities focusing on cyber resilience and threat detection, digital forensics and incident response security systems and AI-enabled solutions.

- Arts University Bournemouth Innovation Studio - supports prototyping and digital manufacturing, with facilities for 3D printing and immersive design [bcplocal.co.uk]
- Bournemouth Airport & Aviation Business Park - supports aviation, aerospace services, defence-linked activity and freight movement and includes global defence sector employers such as Draken Europe, Honeywell and Curtiss-Wright
- Port of Poole - underpins marine engineering, manufacturing and logistics.
- Proximity to Dorset Innovation Park and Defence BattleLab - provide secure, high-spec facilities for defence and dual-use innovation, with access to 5G, testing space, and engineering workshops.

Impact & Growth Potential

- Digitalisation, Low-carbon innovation, and dual-use technologies present key opportunities by increasing productivity, unlocking new commercial and defence markets, and positioning the area's AEM sector for high-value, sustainable growth.

3.3.2 Clean energy and low carbon

Bournemouth, Christchurch and Poole has an adopted Local Area Energy Plan to support the transition to a low-carbon economy, with established capabilities in marine, aviation, and energy-intensive industries spans multiple stages of businesses from R&D to software and recycling making it a cross-cutting, high growth opportunity. These sectors are increasingly focused on reducing emissions, improving resource efficiency, and developing cleaner technologies and processes.

Businesses are responding to growing demand for sustainable products and operations, supported by cluster organisations such as Dorset Engineering & Manufacturing Cluster which help firms adopt new approaches, improve efficiency, and access emerging low-carbon markets. Strategic locations and infrastructure enable practical deployment and scaling of these solutions, particularly in marine and transport-related activity.

This sector has enormous potential to grow, supported by strong academic institutions and cutting-edge partners, presenting opportunities to unlock the potential to harness our Local Area Energy Plan, working closely with local communities and achieve regional growth plans.

Assets

- Port of Poole – a key asset for marine decarbonisation, supporting low-emission vessels, clean fuels, and sustainable logistics
- Dorset Clean Energy Super Cluster – proximity to this wider Dorset asset enabling large-scale investment in clean energy infrastructure and supply chains, creating opportunities.
- Bournemouth Airport – enabling future opportunities in sustainable aviation fuels and low-carbon technologies

Impact & Growth Potential

Developing offshore wind, hydrogen and clean port logistics can unlock investment, create skilled jobs, and position Bournemouth, Christchurch and Poole as a hub for low-carbon innovation.

3.3.3 Creative and digital industries

Bournemouth, Christchurch and Poole has a distinctive and fast-growing creative sector, encompassing digital technologies, creative industries, cultural assets, and film and screen production. The sector builds on a strong base of innovative SMEs and global-facing businesses, supported by recognised strengths in areas such as digital design, animation, immersive technologies, and content creation, alongside a vibrant cultural and visitor economy.

The sector comprises 5,500 businesses and employs over 12,300 people. Approximately 50% of the industry's workforce originates from local talent pools like Bournemouth University (home to the National Centre for Computer Animation) and Arts University Bournemouth. The sector forms one of the UK's fastest-growing clusters in areas such as film, animation, gaming and digital content contributing an estimated £823m GVA.

Bournemouth, Christchurch and Poole also has an established and expanding digital technology base, with strengths in cyber security, artificial intelligence, and data-led services. The sector is characterised by a high concentration of innovative businesses, from early-stage firms to scaling companies, contributing to a strong pipeline of new products, services, and technologies.

The area benefits from a well-established talent pipeline and research capability starting with Bournemouth & Poole College supporting the growth of the creative and digital sector by developing a skilled, work-ready workforce. Through provision in areas such as digital media, film production, creative arts, and technical skills, the College supports progression into higher education and employment, while working closely with local employers to align training with industry needs. Its focus on vocational learning, apprenticeships, and industry collaboration helps ensure there is a strong talent pipeline. Bournemouth University and Arts University Bournemouth provide specialist skills in media, film, creative technologies, and digital innovation. For the past 20 years, every Oscar nominated film has had a Bournemouth University Visual FX graduate working on it

Merging creative and digital technologies is driving innovation in areas such as immersive media, gaming, and digital content production, while supporting wider sector transformation across tourism, advanced manufacturing, and the knowledge economy.

Together, these strengths position Bournemouth, Christchurch and Poole as a competitive and investable location for creative and digital industries, supporting high-value employment, business growth, and a vibrant, inclusive and place-based economy.

Assets

Bournemouth, Christchurch and Poole (BCP) has creativity and innovation at its heart. It is where back in the 1890s the father of the wireless communication Guglielmo Marconi set up his wireless station and in the 1970's the founder of the internet Sir Tim Berners-Lee started his career as an engineer for Plessey Telecom in Poole (which later amalgamated into Siemens Communications).

The areas emerging screen and film activity, cultural venues such as The Lighthouse and Pavilion Dance, and festivals including Arts by the Sea, BFX and Bournemouth Writing Festival contribute to placemaking, attract investment and talent, and strengthen the reputation as a creative hub.

Impact & Growth Potential

Demand in digital, film, immersive media, and the visitor economy with a strong skills provision and creative–digital convergence position Bournemouth, Christchurch and Poole for continued expansion. Having ranked first in the UK for tech start-ups and boasts one of the highest densities of digital agencies

3.3.4 Financial services and FinTech

Bournemouth, Christchurch and Poole host a well-established financial services ecosystem, combining major national and international firms with a growing base of FinTech, data and digital-enabled businesses. This includes head offices, regional HQ, operational, technology and specialist functions supporting banking, insurance, asset management, payments and professional services. Both financial services and FinTech contribute £2.2bn in GVA the area, accounting 16.5% of the areas total GVA and 14,000 people. Whilst JP Morgan employees 5,000+ staff at their Corporate Centre, Other employers include; established financial services Vitality, Nationwide, MSP Capital, Gallaghers and Allianz alongside FinTech firms Iplicit, Spyrosoft, Twenty7sec, Passenger and Caspian One.

Hybrid working and continued rebalancing away from London have reinforced Bournemouth, Christchurch and Poole's role as an attractive location for financial and FinTech firms seeking skilled talent, lower operating costs and high quality of life. This has supported both inward investment and the retention of experienced professionals relocating to the South Coast.

Our Local universities and colleges play a critical role in supplying talent and innovation, particularly in; computer science, data and AI, cyber and digital security, business and finance and professional services

This creates opportunities for firms to collaborate on product innovation, workforce development and applied research, strengthening productivity and supporting the growth of higher-value activity.

Together, these factors position Bournemouth, Christchurch and Poole as a credible, competitive and future-focused location for financial and FinTech growth.

Assets

Bournemouth, Christchurch and Poole is a mature financial services centre, hosting major institutions such as JP Morgan Chase, Vitality, Nationwide and LV=, giving it a strong institutional anchor complimenting an emerging FinTech ecosystem with strengths in payment, lending, WealthTech and InsurTech.

Impact & Growth Potential

Bournemouth, Christchurch and Poole has successfully evolved from a traditional financial services base into a hybrid finance and FinTech cluster, which is key for sustained growth.

A Whitecap report 'Dorset Fintech, Ecosystem Report 2025' confirmed that 78% of the region's FinTech companies are located within the area.

3.3.5 Health, social care and wellbeing

Health, care and wellbeing is the largest employer across the conurbation with approximately 36,000 employees and a GVA contribution of £1.4bn GVA to the local economy. Bournemouth, Christchurch and Poole has a strong and diverse health, care and wellbeing sector, anchored by major healthcare providers, a growing health innovation ecosystem, and a well-established care and wellbeing economy. The sector plays a critical role in supporting population health, inclusive growth, and the resilience of the local economy, while offering significant opportunities to respond to demographic change, rising demand for care, and increasing pressure on health systems.

Assets

The University Hospitals Dorset NHS Foundation Trust, Dorset HealthCare University NHS Foundation Trust have numerous partnerships with a broad network of primary care, social care, and voluntary sector organisations. These are complemented by strong education and research capability at Health Sciences University and Bournemouth University, with strengths in health sciences, digital health, rehabilitation, and ageing, alongside skills provision from Bournemouth & Poole College supporting health, care, and wellbeing pathways.

The Talbot Innovation Quarter will support health and wellbeing growth by creating a world-class innovation district in Bournemouth. It will integrate a state-of-the-art Nuffield Health hospital building on existing collaboration with Bournemouth University's Orthopaedic Research Institute with advanced robotic hip and knee surgery situated alongside dedicated R&D commercial space and accessible green environments.

Impact & Growth Potential

Growth potential lies in responding to demographic change, rising demand for care, and the shift towards prevention, community-based services, and digitally enabled healthcare. Opportunities include health innovation, digital health and data, workforce development, and the integration of health, care and wellbeing with place-based approaches.

Together, these strengthen the position of health and wellbeing a growth opportunity, supporting inclusive employment, improving outcomes for residents, and enabling innovation-led growth that strengthens long-term economic resilience.

3.3.6 Foundation sectors

Retail, hospitality, tourism and leisure are foundation sectors of Bournemouth, Christchurch and Poole's economy. The retail sector employs 18,000 people while a further 19,000 people are employed within food and beverage sector, making the foundation sector a significant employer with Bournemouth, Christchurch and Poole.

The Dorset Destination Management Plan (DMP) 2026-35 highlights the importance of the visitor economy locally. It is a major driver of growth attracting over 22 million visitors annually and generating £1.66bn in direct spend.

Bournemouth, Christchurch and Poole and its visitor economy benefits from three town centres and 16 districts with high local loyalty and a support for independents, award winning coastline, varied heritage, culture and leisure assets providing experiential events, supporting a wide range of businesses from national brands to independent operators.

The foundation sectors play a key role in supporting employment and inclusive growth, providing opportunities across all skill levels, offering progression, entrepreneurship and local supply chains. It is central to place-making and quality of life, helping to animate town centres and regeneration, support cultural activity, and strengthen Bournemouth, Christchurch and Poole's attractiveness to residents, visitors, students and investors.

Assets

- Blue Flag beaches, seafronts, 2,500 hectares of natural greenspaces and 19 SSI sites,
- Bournemouth, Poole and Christchurch town centres, alongside 16 district centres, all providing a diverse retail, F&B, and leisure offer alongside opportunities for regeneration and placemaking.
- Theatres and music venues, galleries, cinemas, museums, festivals and events that support footfall, evening economy activity and place identity.
- Bournemouth International Centre (BIC) and other venues supporting business tourism, events and large-scale leisure activity.
- Bournemouth Airport, rail links and local transport networks supporting visitor access and workforce connectivity.
- Bournemouth & Poole College and other providers supporting hospitality, catering, retail and leisure skills, apprenticeships and progression routes.
- Bournemouth University is ranked 30th in the world in the QS World University Rankings for Hospitality and Leisure Management.
- Independent retailers, hospitality businesses and leisure operators contributing to diversity, innovation and local character.
- Support for the delivery of the Tourism Strategy for Bournemouth, Christchurch and Poole by BCP Destination Management Board.

Impact & Growth Potential

Combined GVA for retail, hospitality and leisure is over £1.5bn across Bournemouth, Christchurch and Poole. Growth for the foundation sector will depend on in its ability to adapt to changing consumer behaviour and capitalise on the areas distinctive assets. Opportunities include the continued evolution of town centres towards experience-led retail, growth in food, drink and the night-time economy, and the expansion of cultural, leisure and event-based activity that drives footfall and spend throughout the year.

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The strength of the visitor economy provides scope to increase dwell time, diversify the offer, and extend activity beyond peak seasons. Long term visitor economy aspirations in Bournemouth, Christchurch and Poole include new and upgraded all weather visitor attractions; high quality branded and independent accommodation and an integrated transport system that meets the needs of visitors. The current recent DMP also highlights growth opportunities centre on two high-potential year-round markets - nature and culture and the active and mindful segment.

Retail, hospitality and leisure also have an important role in supporting regeneration and placemaking, helping to unlock investment, animate public spaces and support wider economic activity.

3.3.7 Cross-cutting strengths and growth potential

Across these sectors, several common strengths underpin Bournemouth, Christchurch and Poole's growth potential. These include strong links between businesses and education providers, collaboration and innovation, and a set of strategic assets that enable connectivity, trade and investment all of which are underpinned by a high-quality living environment.

The convergence between sectors, particularly the integration of digital technologies within manufacturing, clean energy and financial services, presents further opportunities to increase productivity, develop new markets and support higher-value economic activity. At the same time, the transition to net zero, growth in digital technologies and evolving patterns of work and investment create a clear framework for future intervention.

Taken together, these sector strengths provide a clear platform for targeted investment and coordinated action, supporting the Growth Plan's ambition to deliver a more productive, innovative and sustainable local economy.

3.3.8 Spatial distribution of growth opportunities

The figure below presents a spatial overview of Bournemouth, Christchurch and Poole's future growth opportunities, illustrating how key sector clusters, strategic employment locations and major housing allocations are distributed across the area.

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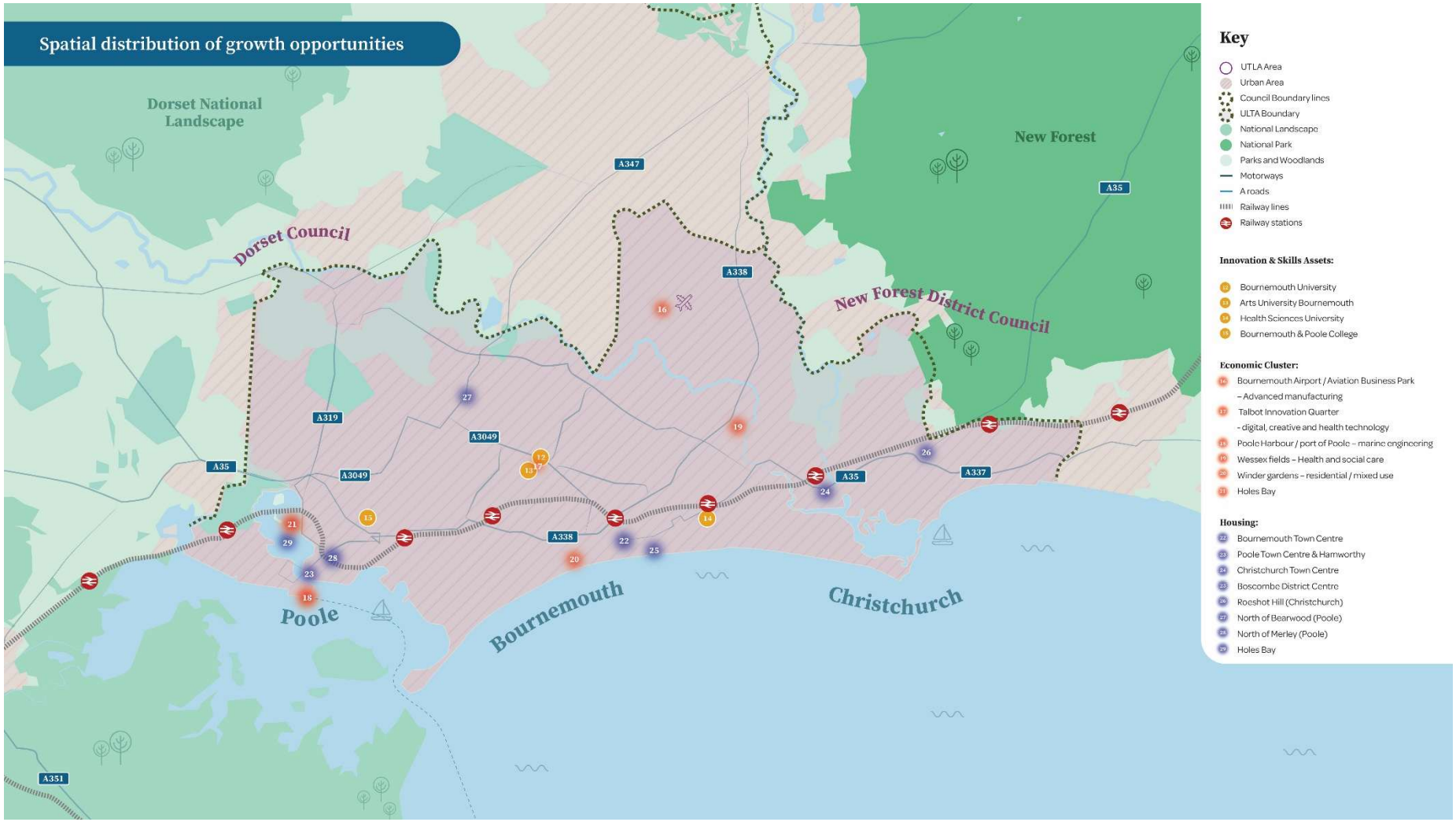
Figure 3: Spatial distribution of growth opportunities



4 Aim of the Growth Plan

The Growth Plan aim is for:

Bournemouth, Christchurch and Poole to become a better-connected, sustainable, productive and inclusive economy, supporting good jobs, skilled people, homes for all and a quality of life shared across communities by 2036.

This aim reflects both the opportunities and challenges facing Bournemouth, Christchurch and Poole, and the ambition of the Council and its partners to shape growth that is resilient, inclusive and place-based. The strategy is structured around the following four strategic priority themes:

- **Strong economy**: Providing the conditions that enable existing and new businesses to grow and become more productive with a particular focus on priority sectors that provide the basis of our economy both now and in the future.
- **Vibrant Place**: Providing a place where businesses want to invest and where people choose to live, work and visit by providing a diverse and affordable housing offer, high quality town centres and celebrating the culture and heritage that Bournemouth, Christchurch and Poole offer.
- **Thriving People**: Ensuring residents can take advantage of opportunities within the Bournemouth, Christchurch and Poole economy by maintaining good health and access to health and social case, developing the skills required by businesses, and supporting those with long-term health conditions to stay in, and where necessary, return to work.
- **Connected Place**: A well-connected Bournemouth, Christchurch and Poole that has the transport, digital and energy infrastructure that is sustainable; supports rather than constrains economic growth; and allows our residents to access the opportunities created by economic growth.

Inclusivity and environmental sustainability will be embedded as cross-cutting principles across all elements of the Growth Plan, ensuring that economic growth is both equitable and environmentally responsible. This will be achieved by designing policies and interventions that improve access to good jobs, skills, affordable housing, services and infrastructure for all residents, particularly those currently underrepresented or facing barriers to opportunity, while also supporting the transition to a low-carbon economy, enhancing climate resilience, and protecting and enhancing natural assets.

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4.1 A Phased Vision for Change

Our vision will not be achieved overnight or without significant investment and a concerted effort from partners across Bournemouth, Christchurch and Poole. We expect change to be delivered incrementally over the short, medium and long term as outlined below.

Timescale	Vision for Change
By Year 2 – Foundations in Place	Bournemouth, Christchurch and Poole are beginning to see visible momentum, with strengthened governance, clear delivery structures and a coordinated pipeline of investment and projects underway. Early interventions are improving business support, skills provision and connectivity, while key partnerships between the public sector, businesses, education providers and communities are firmly established. Confidence in the area is growing, with Bournemouth, Christchurch and Poole increasingly recognised as a proactive, investable and collaborative place.
By Year 5 – Tangible Transformation	Bournemouth, Christchurch and Poole are demonstrating clear, measurable progress, with new jobs created, investment secured and key regeneration and infrastructure projects delivered or advancing at pace. Town centres and growth locations are evolving into more vibrant, mixed-use places, and residents are benefiting from improved access to employment, skills and housing. The local economy is becoming more productive and diverse, with priority sectors gaining traction and stronger links between businesses, talent and innovation assets.
By Year 10 – A Step Change in Performance and Place	Bournemouth, Christchurch and Poole have been transformed into a well-connected, high-performing coastal economy, recognised for its strong business base, skilled workforce and exceptional quality of place. Economic growth is both productive and inclusive, with higher wages, improved living standards and reduced inequalities across communities. The area has established a clear identity as a leading location for investment, innovation and sustainable growth, with thriving towns, resilient infrastructure and opportunities accessible to all.

4.2 Headline outcomes

Our Growth Plan aims to deliver a clear set of long-term outcomes for Bournemouth, Christchurch and Poole, ensuring that growth is productive, inclusive and sustainable. By 2036, the Growth Plan seeks to achieve the following outcomes:

- **More and better jobs**, underpinned by improved skills, progression opportunities and higher wages, enabling residents to access quality employment across priority sectors and places.
- **Increased inward investment**, including public and private funding, business investment and strategic partnerships, supporting innovation, business growth and the delivery of priority programmes and projects.
- **Higher productivity and economic output**, reflected in sustained growth in Gross Value Added (GVA) through a more competitive, innovative and resilient local economy.
- **Improved quality of life across communities**, with growth contributing to improved health and wellbeing; reduced deprivation and the narrower disparities in levels of deprivation recorded across areas of Bournemouth, Christchurch and Poole; and increased economic activity.

Together, these outcomes provide a framework for measuring success, recognising that economic growth must translate into tangible benefits for people, places and communities.

5 Delivering the Growth Plan aim

The key actions identified by partners to deliver our Growth Plan aim are outlined below. They are grouped into four delivery themes of: a strong economy; thriving people, vibrant places; and, connected places to provide a coordinated programme of interventions. Collectively, they provide an opportunity to deliver sustainable, inclusive and long-term economic change across Bournemouth, Christchurch and Poole.

5.1 A strong economy

A strong and resilient economy is central to delivering Bournemouth, Christchurch and Poole's long-term growth ambitions. Supporting business growth, increasing productivity and attracting investment will be critical to improving living standards, creating high-quality jobs and strengthening the area's competitiveness.

Bournemouth, Christchurch and Poole benefits from a diverse economic base, with strengths in sectors such as financial & professional services, digital & creative industries, health and care sector and advanced manufacturing. The visitor economy adds to this diversity building of the area's natural and heritage assets. The area's strong business base, particularly its concentration of small and medium-sized enterprises, combined with a high quality of life and attractive natural environment, provides an attractive offer for businesses, investors and entrepreneurs.

There are also significant opportunities to build on emerging and high-growth sectors, capitalise on innovation assets, and strengthen links between businesses, skills providers and research institutions. However, these strengths are not yet fully translated into productivity and wage growth, and several structural challenges persist:

- Relatively low productivity levels, with output per worker behind national benchmarks.
- A high prevalence of lower value and seasonal employment, particularly within parts of the visitor economy.
- Barriers to business growth and scale-up, including access to finance, workspace and support.
- Skills mismatches and labour market constraints, limiting the ability of firms to grow and innovate.
- Competition for investment, requiring a clear and compelling economic proposition to attract and retain businesses.

Addressing these challenges requires a coordinated approach that supports businesses to start, invest grow and innovate. By building on its sector strengths and enabling higher-value economic activity, it will lead to a more resilient, inclusive and competitive economy in Bournemouth, Christchurch and Poole.

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5.1.1 Our priorities for growth

Bournemouth, Christchurch and Poole is well positioned to strengthen its economic performance by building on its high quality of place, strong sectoral base and growing innovation assets. By focusing on supporting business growth, attracting investment and enabling higher-value activity, the area can boost productivity, create better-paid jobs and diversify its economic base. This will help to unlock new opportunities for residents and businesses, enhance competitiveness and ensure that growth is both sustainable and inclusive.

The priorities for Strong Economy are presented below. These will be overseen by a **streamline and refocused Bournemouth, Christchurch and Poole Business Growth Board** providing strategic oversight of the actions within this Growth Plan.

- **Establish dedicated Inward Investment support for Bournemouth, Christchurch and Poole -** Establish dedicated Bournemouth, Christchurch and Poole Inward Investment support to proactively attract, secure and retain high value domestic and international investment, modelled on best practice such as Invest in Manchester. This would provide a single, coordinated front door for investors, offering tailored site-finding, links to existing business support, sector propositions and aftercare services. It would work closely with the Council, Chamber of Commerce, universities and the private sector to promote the area's key sector strengths and investment opportunities.

- **Bournemouth, Christchurch and Poole Advanced Manufacturing Hub / Industrial Park -** A flagship advanced manufacturing hub will be developed as a modern, high-quality industrial campus designed to attract inward investment and support the growth of high-value firms. The hub will co-locate advanced manufacturing and engineering businesses within a well-planned, amenity-rich environment, providing shared facilities such as workspace, meeting and innovation spaces, alongside supporting amenities including cafés, childcare provision, fitness facilities, green space, and park-and-ride connectivity.

- **Screen Production Centre of Excellence -** A shared facility and industry-led training programme from Further Education to Higher Education into employment to position Bournemouth, Christchurch and Poole as a nationally recognisable production destination with a strong, collaborative ecosystem and talent retention programme. The Centre of Excellence would build on the strengths such as Arts University Bournemouth's (AUB) Film School; Bournemouth University's (BU) Film and TV Production assets; and Bournemouth and Poole College's (BPC) Creative Media Production and Tech Media Pathway programme. The Centre of Excellence will provide studio infrastructure, specialist labs, pathways and business incubation into a unified offer supporting film, TV, VFX, postproduction, virtual production and emerging creative technologies. A coordinated Screen Production Accelerator will support graduate startups, scale ups and microbusinesses while a skills pipeline provides placements, live briefs, apprenticeships and continuing professional development.

- **Creative Cluster Development, Finance and Investor Readiness -** A programme to develop an internationally recognised Creative & Tech Cluster in Bournemouth, Christchurch and Poole. It will combine access to finance with world class workspace, community and scaling support. It includes microgrants (£5k–£10k), investor readiness labs, pitch training and quarterly showcases linked with Creative UK/Innovate UK activity. A flagship component is a new, high

profile Creative Tech Accelerator, potentially in a town centre location (repurposing a high street space), at Talbot Innovation Quarter or a HEI hub. It provides a “go to place” for start-ups, scale-ups and spin-outs bringing interdisciplinary strengths of health and creativity together particularly supporting research commercialisation and deepening university collaboration.

- **High Level Investor and Leadership Engagement Network -** An invitation-only network of senior leaders from the public and private sectors will be established to support the delivery of the Growth Plan. The partnership will focus on unlocking investment, accelerating priority projects and providing strategic oversight to ensure delivery momentum is maintained. Members will play an active role in championing key interventions, aligning resources and leveraging private capital to support implementation. The group will also strengthen external positioning and investor confidence, helping to raise the profile of Bournemouth, Christchurch and Poole as a credible, delivery-focused location for investment and growth.

- **Artificial Intelligence (AI) Sector Opportunity Exploration and Enablement -** Explore and enable growth opportunities in the AI sector within Bournemouth, Christchurch and Poole, building on local strengths in digital, creative, financial and data driven industries. Working closely with university partners to keep pace with change, it would identify priority AI applications and market niches relevant to the local economy, assess research, skills and business capabilities, and map opportunities for collaboration between firms, universities and public services. It would support the development of a clear AI sector proposition, pilot use cases, and pathways for start-ups and SMEs to scale. It would also support businesses in growth sectors to develop the digital skills required to exploit the potential of AI.

- **Corporate Social Responsibility (CSR) investment co-ordination to maximise the social value benefit of CSR in Bournemouth, Christchurch and Poole -** Building on BCP Council's Social Value Statement, develop a pipeline of Corporate Social Responsibility (CSR) projects aligned with BCP Council's social value priorities that are investment-ready for local organisations looking to invest, and develop clear pitches for bidding applications to local organisation CSR schemes.

5.2 Vibrant Place

Vibrant and quality places are central to the identity, attractiveness and achievement of our Growth Plan ambition. Bournemouth, Christchurch and Poole benefits from a unique combination of coastal assets, a high-quality natural environment, vibrant town centres and a diverse cultural, heritage and visitor offer. The area's three principal centres each serve different roles and markets, providing a complementary and resilient offer. Alongside this, a significant pipeline of brownfield sites presents opportunities to deliver new homes, employment space and regeneration at scale. However, these strengths are not yet fully realised with over 7,000 homes consented but yet to start construction and another 1,000 started but not completed across Bournemouth, Christchurch and Poole.

The Council's regeneration strategy will be central to unlocking these sites and delivering vibrant places. A constrained funding environment and increased cost of borrowing limits market enabling activity in Bournemouth, Christchurch and Poole. Partnerships are increasingly important vehicles to fund and deliver infrastructure and regeneration projects in this environment, underpinned by the public sector creating the conditions to enable good growth. This approach promotes a pipeline of sites based on deliverability promoted as place-based, site-specific or partnership-led opportunities. This approach has already enabled Muse to commit funding to the Bournemouth Development Company (BDC). BDC brings together landowners and funders on stalled sites and influences Homes England to invest in sites including the former power station site and has encouraged other landowners to work with us to build an investment case for the area.

Several interrelated challenges constrain Bournemouth, Christchurch and Poole's ability to maximise its potential, attract investment and support inclusive growth including:

- Housing affordability pressures and a need to increase the supply of affordable housing to address limited access to housing for residents and constrain labour market mobility and talent retention.
- Stalled or underutilised development sites, particularly brownfield land that requires coordinated intervention to unlock delivery.
- The need to strengthen town centres, adapting to changing retail and leisure markets while creating more diverse, experience-led destinations.
- Reduce deprivation and the spatial inequalities across Bournemouth, Christchurch and Poole.
- Opportunities to maximise regeneration around key gateways, including rail stations and strategic sites, to support higher-density, well-connected development.
- Revitalise town centres so they meet the needs of residents, businesses and visitors.
- The need for stronger place promotion and identity, capitalising on the area's natural, cultural and economic assets to attract investment, visitors and businesses.

Addressing these challenges requires a coordinated, place-based approach to regeneration, housing delivery and placemaking. By aligning investment, planning and delivery across partners, Bournemouth, Christchurch and Poole can create vibrant, inclusive and resilient places that support economic growth while enhancing quality of life.

5.2.1 Our priorities for growth

Bournemouth, Christchurch and Poole is well positioned to enhance its quality of place by building on its distinctive coastal setting, vibrant centres and strong pipeline of regeneration opportunities. By focusing on delivering high-quality development, revitalising town centres and creating inclusive, well-connected communities, the area can strengthen its attractiveness to residents, businesses and visitors. This will help to support investment, improve wellbeing and ensure that growth is sustainable and enhances the character and vitality of Bournemouth, Christchurch and Poole's places.

The priorities for Vibrant Place are presented below:

- **Delivering an ambitious Local Plan for Sustainable Growth -** Preparing a robust, up to date Local Plan that provides a clear framework for sustainable growth across Bournemouth, Christchurch and Poole is crucial. It will establish a strong evidence base to guide decisions on housing, employment land, infrastructure and environmental protection, ensuring alignment with national planning policy and local economic priorities.

- **Strategic Regeneration and Investment Framework for Bournemouth, Christchurch and Poole -** A strategic regeneration framework would provide a clear spatial, investment and delivery framework for priority growth locations including Bournemouth Airport and the Northern Aviation Business Park, Winter Gardens, Talbot Innovation Quarter, Wessex Fields, the Port of Poole, Holes Bay, West Quays, Poole Town Centre North, key railway station gateways, corridors and town centres. The framework will align land use, infrastructure, placemaking, skills, innovation and net zero objectives, ensuring that major employment locations, transport nodes and regeneration areas are planned and delivered in a coordinated way.

- **Strategic Housing and Infrastructure Delivery Programme -** Establish a coordinated programme to accelerate housing and employment growth through targeted infrastructure investment in areas experiencing the greatest affordability and at stalled sites. The programme would see delivery of mix tenure housing, including affordable rent and home ownership utilising the Social and Affordable Homes Programme and potential devolution asks such as a Housing Investment Fund. These interventions would address housing affordability pressures by increasing housing supply thereby supporting residents to benefit from growth and ensure it supports existing and new communities. The programme should be supported by a devolution ask for consolidated housing and infrastructure funding and implementing delivery structure such as Development Corporations.

- **Unlock Bournemouth Airport as a strategic growth and employment location -** Bring forward and promote Bournemouth Airport and its surrounding employment land as a priority location for high-value business growth, inward investment and sector clustering, particularly in aviation, advanced manufacturing, engineering and logistics.

- **Deliver the Poole Marine Centre Regeneration Project -** Bring forward the Poole Marine Centre Regeneration Project to capitalise on strong demand within the marine leisure sector, expanding marina capacity and creating a high-quality waterfront destination that supports marine innovation, clean energy development, skills provision and sustainable maritime growth.

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- **Visitor levy for ring-fenced reinvestment in the visitor economy -** Subject to the confirmation of devolution arrangements, explore and implement a visitor levy on overnight stays to generate a sustainable funding stream that is ring-fenced for reinvestment in the visitor economy. Funding could improve visitor experiences through events and festivals, improvements to public realm and gateway infrastructure, community safety initiatives, destination management, and the development of cultural attractions across Bournemouth, Christchurch and Poole. Delivered in partnership with the tourism and hospitality sector, including the Local Visitor Economy Partnership (LVEP), Destination Management Board and Business Improvement Districts, the levy would help increase footfall, extend visitor dwell time, support local businesses, strengthen the resilience of the visitor economy, and reinforce Bournemouth, Christchurch and Poole's position as a high-quality, vibrant coastal destination welcoming more than 10 million visitors each year.

- **Deliver Culture-Led Town Centre Activation and Regeneration -** Deliver a coordinated programme of cultural activity and meanwhile uses across Bournemouth, Christchurch and Poole town centres, embedding culture within regeneration schemes and activating vacant and underused spaces.

- **Bournemouth, Christchurch and Poole Positioning and Place Narrative Programme -** Development of a strong, economic identity for Bournemouth, Christchurch and Poole, focused on investment, talent attraction and business growth rather than tourism alone. This should draw together the unique assets of each of the area’s three settlements. It will articulate a clear proposition around: Innovation & creativity, Coastal quality of life, Skills strengths and Sustainable growth. It will support investor engagement, workforce attraction and civic pride, while complementing (not duplicating) tourism activity.

- **Integrated Coastal Resilience and Flood Defence Programme -** Develop and deliver a long-term, place-based programme of flood resilience and coastal defence improvements across Christchurch Harbour and the wider bay, combining targeted defence upgrades (e.g. quay walls, embankments and beach nourishment) with property-level resilience measures and nature-based solutions such as saltmarsh restoration.

- **Develop the Stour Valley Way -** Provide a continuous 64 mile countryside route along the River Stour that connects Merley to Millhams Mead to Hengistbury Head in line with the Stour Valley Strategy. This is likely to include improving the route, footpath quality, river crossings and cycleway connections to enable year-long access and a stronger relationship with the course of the river.

5.3 Thriving people

Bournemouth, Christchurch and Poole's people are essential to achieving our Growth Plan vision. A successful and growing economy needs a workforce that is skilled, motivated and in good health. It also requires an agile skills and learning system that responds to the needs of key sectors while also providing support to residents to move towards employment.

We benefit from a strong learning and skills infrastructure. Bournemouth and Poole College is the largest provider in Dorset, offering diverse provision, strong links to employers and academic strengths aligned to our key sectors focused on construction, engineering, health, and business services. Critically, we also benefit from a diverse university offer from three institutions offering high quality teaching, research strengths and links to local businesses in healthcare & health sciences, art & design, environmental sciences and computer sciences. In addition, we also have a strong adult education provision to support our residents to gain new skills, move towards work and improve their confidence.

The Get Dorset & Bournemouth, Christchurch and Poole Working Plan and the Dorset Local Skills Improvement Plan (LSIP) provide a strong shared evidence base, highlighting both the structural skills challenges facing the area and the opportunities to align people, provision and growth sectors more effectively. The challenges and opportunities include:

- Strong educational performance at Key stage 4 (GCSE) compared to the national and regional average providing a strong basis for growth.
- An aging population with over 40% of residents aged over 50 and more than one-in-five over retirement age, providing challenges in terms of the size of our future workforce.
- High levels of economic inactivity driven by poor health (30% of inactive residents are long term sick) that restricts our resident's ability to take advantage of economic opportunity.
- Graduate retention from our universities is low and around half the level of major UK cities such as Birmingham and Manchester. This is a complex issue likely driven by high house prices and limited graduate employment opportunities compared to major cities. Increasing graduate retention would provide a higher skilled workforce and add resilience to our economy.
- Reported mismatches between the demands of employers and the skills available in the local labour market.
- Ensuring our residents are healthy, skilled and have access to affordable housing and transport so they can take advantage of opportunities in emerging in growth sectors.

5.3.1 Our priorities for growth

Bournemouth, Christchurch and Poole is well positioned to support its residents to thrive by building on its strong quality of place, diverse employment base and access to education and skills provision. By focusing on improving learning and skills, supporting access to good quality jobs and reducing barriers to opportunity, the area can enable more people to participate in and benefit from economic growth. This will help to raise incomes, improve health and wellbeing and ensure that growth is inclusive and felt across all communities.

The priorities for Thriving People are presented below:

- **Bournemouth Christchurch and Poole Talent Pipeline, Placements and Retention Programme -** A programme that tackles persistent challenges in attracting, developing and retaining early career talent across the area's priority sectors (creative & digital, financial & fintech, engineering, health, cyber and business services) and supporting older people to remain in work or volunteering. It will create a single, coordinated talent pipeline linking schools, colleges, universities and employers, so young people encounter meaningful industry engagement earlier through outreach, taster days, live briefs and employability support. A cross institution Higher Education/Further Education platform and brokerage team will provide a "single front door" for employers, integrating paid year-long placements, micro placements, innovation challenges and multi-employer work experience pathways. A digital portal and annual early careers fair will improve visibility and coordination whilst an intern/graduate Talent Retention Fund will help SMEs co-fund first year salaries and training, reduce graduate leakage and support local business growth, alongside expanded entrepreneurship pathways across all three universities.

- **Employment support -** Embedding the coordinated employment and skills approach set out in the Get Dorset & Bournemouth, Christchurch and Poole Working Plan and LSIP to create a more accessible and locally responsive support system. It will establish a "no wrong door" model, supported by universal triage and clear signposting, ensuring residents and employers can seamlessly access the support they need to enter or stay in work, including provision to address health-related barriers to work. Targeted delivery will prioritise communities with the greatest need, including basic skills support, and improve access to support and learning by addressing barriers such as travel cost and time. To maximise impact, the programme will be supported by a strong devolution ask, including the pooling of government employment support funding to enable a more integrated local system, greater flexibility in funding models to reflect delivery in disadvantaged areas, and the ability to fund part-time training in trades and technical skills. Collectively, this will enable a more responsive, inclusive and effective employment and skills system across Bournemouth, Christchurch and Poole.

- **Use Culture to Strengthen Identity, Inclusion and Community Cohesion -** Develop and deliver an inclusive cultural programme that celebrates the area's diverse communities, heritage and distinct identities, ensuring widespread participation and access across all neighbourhoods.

- **Green Retrofit Skills Programme -** BCP will establish a Green Retrofit Skills Programme to address local workforce gaps and support net zero delivery. An initial Green Skills Audit will identify current capabilities and future demand linked to retrofit pipelines. Working with local businesses, Bournemouth University, and Bournemouth & Poole College, partners will co-design and deliver targeted training, apprenticeships, and upskilling in key retrofit areas (e.g. insulation, low-carbon heating). This will align provision with employer demand, create clear pathways into green jobs, and build a strong, locally retained talent pool to support a growing retrofit market.

- **Green Skills, Sustainability and Construction Centre of Excellence -** Unifying a Sustainability Innovation Hub with a new Further Education led Construction Centre of Excellence to address urgent skills shortages in retrofit, MMC, Electric Vehicle systems, green engineering and construction. It provides high quality modern training facilities, employer

designed pathways and applied research demonstrators. It will enable curriculum alignment across school, Further Education and Higher Education with specialist progression routes into surveying, engineering, environmental technology and project management.

- **Health, Wellbeing & Creative Ageing Innovation Cluster -** This cluster builds on the Dorset Innovation Hub model to establish a cross-sector health, wellbeing and creative ageing innovation ecosystem. Anchored around the Talbot Innovation Quarter, adjacent to Bournemouth University and Arts University Bournemouth, the cluster will leverage co-location with the Nuffield Hospital and linked R&D activity (including ORI and robotic surgery) to drive collaboration between academia, healthcare providers and industry. The cluster will support community living labs for real-world testing, accelerate research commercialisation, and develop scalable health and wellbeing products and services. It will also deliver targeted skills development and training, strengthening the local workforce and creating clear pathways into high-value health and innovation roles.

5.4 Connected places

Bournemouth, Christchurch and Poole benefits from a strategic coastal location, proximity to key economic centres in the South West and South East, and a range of transport assets, including rail links, ports and Bournemouth Airport. The conurbation's compact urban form also presents opportunities to support active travel and sustainable transport choices, particularly for local journeys. These assets provide a strong foundation from which to build a more integrated and resilient transport system. However, several challenges constrain connectivity and limit the area's ability to fully realise its growth ambitions. These challenges also present opportunities for targeted intervention:

- Congestion and network constraints, particularly on key arterial routes, which affect journey reliability and business efficiency.
- Public transport connectivity and integration, including the need to improve frequency, reliability and coverage to better serve residents and employment locations.
- Barriers to sustainable travel, including gaps in walking & cycling infrastructure and challenges in enabling modal shift.
- Connectivity to key growth locations, including town centres, employment sites and strategic development areas.
- Wider regional and national connectivity, including rail journey times and links to major economic centres, which influence investment and labour market catchments.

Addressing these challenges will require a coordinated approach to transport planning, infrastructure investment and behaviour change. By enhancing connectivity across all modes, Bournemouth, Christchurch and Poole can improve accessibility, reduce congestion, support net zero objectives and create the conditions for sustainable economic growth.

5.4.1 Our priorities for growth

Bournemouth, Christchurch and Poole is well positioned to build on its strong quality of place and strategic infrastructure assets to support sustainable, inclusive and low-carbon growth. By focusing on improving transport connectivity, enabling the transition to net zero, and ensuring infrastructure supports future development, Bournemouth, Christchurch and Poole can strengthen access to opportunity, unlock growth locations and enhance everyday connectivity for residents, businesses and visitors.

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- **Alternative Fuels and Low-Carbon Energy -** This intervention will accelerate the deployment of alternative fuels and low-carbon energy, building on local strengths to support Net Zero. Solar offers strong near-term potential and there is also scope to scale alternative fuels, including biomethane from the Hurn AD facility to support HGV decarbonisation, and green hydrogen from Canford Renewable Energy (Dorset Green H2), with potential to expand production and integrate supply across transport, industry, and regional hydrogen networks.

- **Supporting the development of district heat networks -** Alternative option to electrifying household and commercial heating (e.g. heaters and heat pumps), making use of local heat sources.

- **Low Carbon / Clean Energy Investment Prospectus -** Use of an 'investment prospectus' to encourage private investment channelled into locally specific needs to grow low carbon / clean energy infrastructure.

- **Enhance grid capacity -** Increased grid capacity will support the electrification of fleets, including public transport (e.g. buses), and enable marine vessel charging at the Port of Poole. It will also provide critical infrastructure to support the growth and decarbonisation of local engineering and manufacturing businesses, enabling expansion, adoption of advanced technologies, and transition to more energy-intensive low-carbon production processes.

- **Strategic Road Improvement Package –** A coordinated package of transport improvements. It will combine capacity and safety enhancements on the A31 with sustainable access and connectivity improvements linking the A338 to Wessex Fields, Bournemouth Airport and the Aviation Business Park. Measures will include targeted junction upgrades, improved traffic management, and enhanced provision for walking, cycling and public transport.

- **Bournemouth, Christchurch and Poole Town Centres Sustainable Access and Connectivity Programme -** Delivery of a coordinated package of sustainable transport and public realm improvements across Bournemouth, Christchurch and Poole town centres. Building on existing investment and town centre movement strategies, the programme will prioritise walking, cycling and public transport through the creation of high-quality sustainable transport corridors, improved links between rail stations and town centres, and enhanced access to seafront and visitor destinations. Interventions will include mobility hubs, bus priority measures, active travel infrastructure, new pedestrian and cycle crossings, traffic management measures and reconfigured junctions and roundabouts at key pinch points.

- **Strategic Cross Boundary Active and Sustainable Travel Network -** Improving connectivity across the conurbation with surrounding authorities in South East Dorset and Hampshire. It will develop a series of high-quality regional active travel routes, complemented by targeted bus corridor improvements, to link regional gateways, major centres of population, employment and education. Priority corridors include Wareham–Poole town centre, Ferndown–Bournemouth town centre, Wimborne–Poole town centre, and Wimborne–Bournemouth Airport and Aviation Park. There are also wider opportunities to deliver green Connectivity Corridors and Cycle Freeways across Bournemouth, Christchurch and Poole.

- **Enhance Connectivity and Enable Sustainable Growth at Bournemouth Airport -** Improve surface access and supporting infrastructure to Bournemouth Airport while supporting the transition to low-carbon and sustainable aviation, ensuring the airport can grow in a way that is accessible, competitive and aligned with net zero objectives. This includes enhanced public transport links between the airport and town centres to priories sustainable transport links and reduce car journeys.

- **Port of Poole Expansion, reopening of Hamworthy Branch Line and supporting access improvements -** To facilitate goods movements to/from the Port of Poole by rail and to support expansion. The scheme will provide infrastructure to restart regular freight traffic along the Hamworthy Branch Line to Poole Port and provide a cargo/freight handling facility. In addition, the scheme will create space within the port footprint to enable an uplift in goods and passenger movements in/out of the Port (increased Rail Freight handling and a new passenger/cruise terminal). The scheme includes access improvements on the local road network to make travel to the Port more sustainable and will support Local Plan housing and economic growth ambitions.

- **Bournemouth, Christchurch and Poole Mass Transit -** Delivery of a light rail/ultra-light rail system across the Bournemouth, Christchurch and Poole conurbation to support the delivery of housing and employment growth, improve intra-conurbation travel and deliver inclusive growth, enabling access to high quality green spaces and wider choices of where residents live and work, recreate and spend time.

6 Delivery, Governance and Partnerships

Delivering our Growth Plan will require strong leadership, governance and partnership working. The Growth Plan cannot be delivered by the Council alone. It will depend on aligning investment, policy and delivery activity across partners, alongside a shared commitment to sustainable and inclusive growth.

The Bournemouth, Christchurch and Poole Business Growth Board will act as the primary governance structure to guide delivery of the Growth Plan's ambitions. The Business Growth Board is an advisory body established by BCP Council to represent local enterprises, universities and the voluntary sector to shape the sub-region's economy. It acts as a critical link between the public sector and the local business community and has strategic oversight of the Growth Plan.

6.1 Making the case for investment

A rigorous, evidence-led approach will underpin all investment decisions. BCP Council will develop strong, transparent business cases that articulate the economic, financial, environmental and social benefits of proposed interventions. This will be critical in securing the scale of public and private investment required to deliver transformational change.

Public funding will play a key enabling role in delivery, particularly in addressing infrastructure constraints, site viability, energy capacity and skills provision. This funding will be used to unlock development, attract private capital and ensure that growth delivers tangible benefits for communities across Bournemouth, Christchurch and Poole.

6.2 Partnership working

Partnership working will be fundamental to delivery. BCP Council and the BCP Business Growth Board will collaborate closely with:

- Businesses and investors, to co-invest, innovate and drive sector growth.
- Universities, colleges and skills providers, to align talent pipelines with economic opportunity.
- Neighbouring authorities and regional bodies, to strengthen cross-boundary growth and connectivity.
- Health, social care, voluntary and community organisations, to support inclusive growth and social value.

Both BCP Council and BCP Business Growth Board will also strengthen engagement with the private sector through active promotion of investment opportunities, investor engagement events and ongoing dialogue to co-design viable and deliverable schemes.

6.3 Funding and delivery approach

Delivering the Growth Plan will require funding across a wide spectrum from skills and business support to infrastructure, housing and employment space. BCP Council and the BCP Business Growth Board will pursue a coordinated approach to funding, aligning local resources with regional and national programmes, while actively seeking private sector co-investment.

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Innovative funding and delivery mechanisms, including partnerships, delivery vehicles and revolving investment models, will be explored to unlock complex sites and accelerate regeneration. Investment propositions will be framed to demonstrate clear returns, both financial and strategic, supporting investor confidence and long-term engagement.

6.4 Working with Government and strategic partners

Together BCP Council, BCP Business Growth Board and other partners will maintain strong engagement with Government and national agencies to align local priorities with national policy and funding opportunities. This includes making a clear case for investment in critical infrastructure, such as energy networks and transport connectivity, which are essential to unlocking growth and supporting the transition to a low-carbon economy and are a critical part of this plan.

Through this integrated approach combining strong governance, evidence-led investment, and deep partnership working we will create the conditions for sustained economic growth, increased investment and long-term prosperity for residents and businesses in our area.

As devolution arrangements continue to develop, this Growth Plan will also act as both a strategic anchor and a practical delivery tool, shaping investment decisions and guiding partnership working across Wessex, and regionally with the South West and neighbours to the east.

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7 Our ask of Government

The scale of the challenges facing Bournemouth, Christchurch and Poole should not be underestimated. Addressing long-standing issues around productivity, connectivity, housing affordability and inclusive growth will require sustained and coordinated action. The Growth Plan sets out an ambitious vision and a clear set of priorities to respond to these challenges, supported by innovative approaches to delivery and partnership working. Our ask of Government is that it supports our plan and helps delivery happen by using all the levers, funding and capacity it can, as soon as it can.

7.1 Unlocking Bournemouth, Christchurch and Poole's full potential

Bournemouth, Christchurch and Poole have the assets required to drive significant economic transformation and make a greater contribution to UK productivity. However, many of the key levers needed to accelerate growth including infrastructure funding, transport investment, skills policy and regulatory frameworks sit with UK Government. With the right support, Bournemouth, Christchurch and Poole can unlock a more productive, resilient and inclusive economy, supporting the transition to a low-carbon future while creating opportunities for residents and businesses.

7.2 Our offer to Government

The Bournemouth, Christchurch and Poole Growth Plan sets out a clear and deliverable pipeline of interventions that align strongly with national priorities to drive economic growth, increase productivity and support net zero. With Government support, delivery of the Plan will generate significant local and national benefits, including:

- **Growth of priority sectors**, including digital & creative industries, financial & professional services, advanced manufacturing and emerging low-carbon sectors, supporting the UK's long-term industrial strategy ambitions.
- **Accelerated regeneration of town centres and unlocked strategic sites**, unlocking housing and employment growth, attracting investment and supporting more vibrant, inclusive and connected communities.
- **Improved connectivity and infrastructure**, enhancing access to jobs, supporting business productivity and enabling sustainable growth across the South Coast and wider region.
- **Progress towards net zero and environmental resilience**, through investment in low-carbon energy, sustainable transport and nature-based solutions.
- **A stronger, more inclusive local economy**, creating higher-quality jobs, improving living standards and ensuring that the benefits of growth are shared across communities.

Through a collaborative approach with UK Government, aligned to shared objectives and supported by targeted investment and greater local flexibility, Bournemouth, Christchurch and Poole can play a key role in driving sustainable growth on the South Coast and contributing to national economic priorities.

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8 Monitoring & Evaluating Progress and Impact

The investments and activities delivered through this Growth Plan are wide-ranging and central to achieving inclusive and sustainable economic growth across the Bournemouth, Christchurch and Poole area. Effective monitoring and evaluation will therefore be critical to guide progress and identify the impact of this Growth Plan. Monitoring and evaluation activity will be structured around two inter-related workstreams, as outlined below. Taken together, these workstreams will generate evidence-based lessons to strengthen future decision-making and maximise the impact of Growth Plan activity.

8.1 Monitoring & Evaluation Framework

A robust evidence base will be developed to capture the difference the Growth Plan is making for businesses, people and places across Bournemouth, Christchurch and Poole. This will be structured around the Growth Plan's headline indicators that will be tracked throughout the lifetime of the Growth Plan to provide quantitative evidence of progress made. This will be combined with qualitative evidence drawn from a range of stakeholders, enabling an understanding of how, and to what extent, Growth Plan interventions have contributed to change.

The table below sets out the proposed monitoring and evaluation framework for the BCP Growth Plan, identifying a core set of indicators to track progress against each of the headline outcomes. These metrics have been selected to provide a balanced view of economic performance, investment, productivity and inclusive growth, combining high-level outcome indicators with supporting measures that help explain underlying trends and drivers of change. Together, they will enable BCP Council, BCP Business Growth Board and its partners to assess whether the Growth Plan is delivering its intended impacts over time, support evidence-based decision making, and inform ongoing refinement of priorities, programmes and interventions.

Headline Outcomes	Indicators
More and better jobs	• Employment rate • Employee jobs • Median earnings • Employment rate in priority/target groups
Increased inward investment	• Total investment secured (£) • Number of inward investment projects • Private sector leverage ratio • Number/value of successful funding awards • Strategic projects progressed/delivered
Higher productivity and output	• GVA • GVA per hour / per job • Business density • Scale-up or survival rates
Improved quality of life	• Employment rate in deprived areas • Healthy life expectancy • Deprivation gap measures • Access to opportunity/services • Child poverty rates • Educational attainment and attendance

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8.2 Reporting and Evaluation Timetable

An annual monitoring report will set out delivery against actions and milestones, alongside progress towards the headline outcomes and indicators. Formal evaluation activity will take place at key stages across the lifetime of the Growth Plan, including:

- Process evaluation - approximately one year after adoption.
- Interim evaluation (circa 2028–2032) – assessing progress towards headline outcomes and identify early impacts.
- Final evaluation (2035) – providing a comprehensive assessment of the overall impact, effectiveness and value for money of the Growth Plan's interventions.

This evaluation activity will help to guide and shape future versions of local economic strategy for the area.

Appendix A Action Plan

The Action Plan sets out how the ambitions of the Bournemouth, Christchurch and Poole Growth Plan will be translated into delivery. It provides a clear, structured framework for implementing priority interventions, identifying the actions required, the organisations responsible for delivery, and the expected outcomes. Together, these actions will ensure that the vision and strategic priorities are progressed in a coordinated, timely and measurable way.

The Action Plan adopts a practical, delivery-focused approach. It prioritises interventions that are achievable, scalable and aligned with available funding and delivery capacity, while maintaining flexibility to respond to emerging opportunities and changing economic conditions. Actions are grouped around the Growth Plan themes and are supported by defined timescales, delivery partners and indicative resourcing requirements.

Table 1: Action PlanS

Theme	Project	Timescale	Proposed Lead Partners	Estimated Impact	Deliverability
Strong Economy	Establish dedicated Inward Investment support for Bournemouth, Christchurch and Poole	Short–Medium term (1–5 years)	BCP Council; BCP Business Growth Board; Private sector partners	High	High
Strong Economy	Bournemouth, Christchurch and Poole Advanced Manufacturing Hub / Industrial Park	Long term (5–10 years)	BCP Council; Developers; Homes England; Private sector investors	High	Medium
Strong Economy	Screen Production Centre of Excellence	Medium term (3–5 years)	Bournemouth University; Arts University Bournemouth; Bournemouth & Poole College; BCP Council	Medium	Low
Strong Economy	Creative Cluster Development, Finance & Investor Readiness	Short–Medium term (1–5 years)	BCP Council; Creative UK; Innovate UK; Universities; Private investors	Medium	Medium
Strong Economy	High Level Investor & Leadership Engagement Network	Short term (1–2 years)	BCP Council; BCP Business Growth Board; Private sector leaders	Low	Medium
Strong Economy	Artificial Intelligence (AI) Sector Opportunity Exploration and Enablement	Short–Medium term (1–5 years)	BCP Council; Universities; Digital sector businesses; Innovation agencies	Medium	Medium
Strong Economy	Corporate Social Responsibility (CSR) investment co-ordination to maximise the social value benefit of CSR in Bournemouth, Christchurch and Poole	Short term (1–2 years)	BCP Council; Anchor institutions; Public sector partners	Low	High
Vibrant Place	Delivering an ambitious Local Plan for Sustainable Growth	Medium term (3–5 yrs)	BCP Council; Developers	Medium	High
Vibrant Place	Strategic Regeneration and Investment Framework for Bournemouth, Christchurch and Poole	Medium term (3–5 yrs)	BCP Council; Homes England,	High	High
Vibrant Place	Strategic Housing and Infrastructure Delivery Programme	Medium–Long term (3–10 yrs)	BCP Council; Developers	High	Medium
Vibrant Place	Unlock Bournemouth Airport as a strategic growth and employment location	Medium–Long term (3–10 yrs)	BCP Council; Airport operator, DMB	High	Medium
Vibrant Place	Deliver the Poole Marine Centre Regeneration Project	Medium term (3–5 yrs)	BCP Council; Private sector,	High	Medium
Vibrant Place	Visitor levy for re-investment in and improved visitor experience	Short–Medium term (1–3 yrs)	BCP Council; DMB	Medium	Medium

Theme	Project	Timescale	Proposed Lead Partners	Estimated Impact	Deliverability
Vibrant Place	Deliver Culture-Led Town Centre Activation and Regeneration	Short–Medium term (1–5 yrs)	BCP Council; Cultural Compact, DMB	Medium	Medium
Vibrant Place	Bournemouth, Christchurch and Poole Positioning and Place Narrative Programme	Short term (1–2 yrs)	BCP Council; Marketing partners, DMB, Cultural Compact	Medium	High
Vibrant Place	Integrated Coastal Resilience and Flood Defence Programme	Short–Medium term (1–5 yrs)	BCP Council; Environment Agency;	Medium	Medium
Vibrant Place	Develop the Stour Valley Way into a continuous route with year-long access.	Medium–Long term (3–10 yrs)	Stour Valley Partnership (BCP Council, Dorset Council and National Trust)	Low	Medium
Thriving People	Bournemouth Christchurch and Poole Talent Pipeline, Placements and Retention Programme	Short–Medium term (1–5 yrs)	BCP Council; Universities; Colleges/FE providers, Employers	Medium	Medium
Thriving People	Employment support - Get Dorset & Bournemouth, Christchurch and Poole Working Plan	Short–Medium term (1–5 yrs)	BCP Council; DWP, Third Sector, Charities	High	High
Thriving People	Use Culture to Strengthen Identity, Inclusion and Community Cohesion	Short–Medium term (1–5 yrs)	BCP Council; Community organisations	Low	High
Thriving People	Green Skills Audit	Short term (1–2 yrs)	BCP Council; Skills providers	Low	High
Thriving People	Green Skills, Sustainability and Construction Centre of Excellence	Medium term (3–5 yrs)	FE providers; Industry	Medium	Medium
Thriving People	Health, Wellbeing & Creative Ageing Innovation Cluster	Medium term (3–5 yrs)	BCP Council; NHS; Universities, Talbot Village Trust	High	High
Connecting Places	Alternative Fuels and Low-Carbon Energy	Short-medium term (1–5 yrs)	BCP Council; Energy sector	Medium	Low
Connecting Places	Supporting the development of district heat networks	Long term (5–10 yrs)	BCP Council; Developers	Low	Medium
Connecting Places	Low Carbon / Clean Energy Investment Prospectus	Short term (1–2 yrs)	BCP Council; Investors	Low	High
Connecting Places	Enhance grid capacity	Long term (5–10 yrs)	National Grid; Energy providers	High	Medium
Connecting Places	Strategic Road Improvement Package	Long term (5–10 yrs)	National Highways; BCP Council	High	Medium
Connecting Places	Bournemouth, Christchurch and Poole Town Centres Sustainable Access and Connectivity Programme	Long term (5–10 yrs)	BCP Council; Bus operators	High	Medium

Theme	Project	Timescale	Proposed Lead Partners	Estimated Impact	Deliverability
Connecting Places	Strategic Cross Boundary Active and Sustainable Travel Network	Long term (5–10 yrs)	BCP Council; ATE	High	Medium
Connecting Places	Enhance Connectivity and Enable Sustainable Growth at Bournemouth Airport including enhanced public transport links.	Medium–Long term (3–10 yrs)	BCP Council; Airport operator	High	Medium
Connecting Places	Port of Poole Expansion, reopening of Hamworthy Branch Line and supporting access improvements	Short term (1–2 yrs)	Port Authority; Network Rail	High	Medium
Connecting Places	Bournemouth, Christchurch and Poole Mass Transit	Long term (10+ yrs)	BCP Council; DfT	High	Low

Table 2: Action Plan ranked by timescales of intervention

Theme	Project	Timescale	Proposed Lead Partners	Estimated Impact	Deliverability
Strong Economy	High Level Investor & Leadership Engagement Network	Short term (1–2 years)	BCP Council; BCP Business Growth Board; Private sector leaders	Low	Medium
Strong Economy	Corporate Social Responsibility (CSR) investment co-ordination to maximise the social value benefit of CSR in Bournemouth, Christchurch and Poole	Short term (1–2 years)	BCP Council; Anchor institutions; Public sector partners	Low	High
Vibrant Place	Bournemouth, Christchurch and Poole Positioning and Place Narrative Programme	Short term (1–2 yrs)	BCP Council; Marketing partners, DMB, Cultural Compact	Medium	Medium
Thriving People	Green Skills Audit	Short term (1–2 yrs)	BCP Council; Skills providers	Low	High
Connecting Places	Low Carbon / Clean Energy Investment Prospectus	Short term (1–2 yrs)	BCP Council; Investors	Low	High
Connecting Places	Port of Poole Expansion, reopening of Hamworthy Branch Line and supporting access improvements	Short term (1–2 yrs)	Port Authority; Network Rail	High	Medium
Strong Economy	Establish dedicated Inward Investment support for Bournemouth, Christchurch and Poole	Short–Medium term (1–5 years)	BCP Council; BCP Business Growth Board; Private sector partners	High	High
Strong Economy	Creative Cluster Development, Finance & Investor Readiness	Short–Medium term (1–5 years)	BCP Council; Creative UK; Innovate UK; Universities; Private investors	Medium	Medium
Strong Economy	Artificial Intelligence (AI) Sector Opportunity Exploration and Enablement	Short–Medium term (1–5 years)	BCP Council; Universities; Digital sector businesses; Innovation agencies	Medium	Medium
Vibrant Place	Visitor levy for re-investment in and improved visitor experience	Short–Medium term (1–3 yrs)	BCP Council; DMB	Medium	Medium
Vibrant Place	Deliver Culture-Led Town Centre Activation and Regeneration	Short–Medium term (1–5 yrs)	BCP Council; Cultural Compact, DMB	Medium	Medium
Thriving People	Bournemouth Christchurch and Poole Talent Pipeline, Placements and Retention Programme	Short–Medium term (1–5 yrs)	BCP Council; Universities; Colleges/FE providers, Employers	Medium	Medium
Thriving People	Employment support - Get Dorset & Bournemouth, Christchurch and Poole Working Plan	Short–Medium term (1–5 yrs)	BCP Council; DWP, Third Sector, Charities	High	High
Thriving People	Use Culture to Strengthen Identity, Inclusion and Community Cohesion	Short–Medium term (1–5 yrs)	BCP Council; Community organisations	Low	High

Theme	Project	Timescale	Proposed Lead Partners	Estimated Impact	Deliverability
Vibrant Place	Integrated Coastal Resilience and Flood Defence Programme	Short–Medium term (1–5 yrs)	BCP Council; Environment Agency;	Medium	Medium
Connecting Places	Alternative Fuels and Low-Carbon Energy	Short-medium term (1–5 yrs)	BCP Council; Energy sector	Medium	Low
Strong Economy	Screen Production Centre of Excellence	Medium term (3–5 years)	Bournemouth University; Arts University Bournemouth; Bournemouth & Poole College; BCP Council	Medium	Low
Vibrant Place	Delivering an ambitious Local Plan for Sustainable Growth	Medium term (3–5 yrs)	BCP Council; Developers	Medium	High
Vibrant Place	Strategic Regeneration and Investment Framework for Bournemouth, Christchurch and Poole	Medium term (3–5 yrs)	BCP Council; Homes England,	High	High
Vibrant Place	Deliver the Poole Marine Centre Regeneration Project	Medium term (3–5 yrs)	BCP Council; Private sector,	High	High
Thriving People	Green Skills, Sustainability and Construction Centre of Excellence	Medium term (3–5 yrs)	FE providers; Industry	Medium	Medium
Thriving People	Health, Wellbeing & Creative Ageing Innovation Cluster	Medium term (3–5 yrs)	BCP Council; NHS; Universities, Talbot Village Trust	High	High
Vibrant Place	Strategic Housing and Infrastructure Delivery Programme	Medium–Long term (3–10 yrs)	BCP Council; Developers	High	Medium
Vibrant Place	Unlock Bournemouth Airport as a strategic growth and employment location	Medium–Long term (3–10 yrs)	BCP Council; Airport operator, DMB	High	High
Vibrant Place	Develop the Stour Valley Way into a continuous route with year-long access.	Medium–Long term (3–10 yrs)	Stour Valley Partnership (BCP Council, Dorset Council and National Trust)	Low	Medium
Connecting Places	Enhance Connectivity and Enable Sustainable Growth at Bournemouth Airport including enhanced public transport links.	Medium–Long term (3–10 yrs)	BCP Council; Airport operator	High	Medium
Strong Economy	Bournemouth, Christchurch and Poole Advanced Manufacturing Hub / Industrial Park	Long term (5–10 years)	BCP Council; Developers; Homes England; Private sector investors	High	Medium
Connecting Places	Supporting the development of district heat networks	Long term (5–10 yrs)	BCP Council; Developers	Low	Medium
Connecting Places	Enhance grid capacity	Long term (5–10 yrs)	National Grid; Energy providers	High	Medium

Theme	Project	Timescale	Proposed Lead Partners	Estimated Impact	Deliverability
Connecting Places	Strategic Road Improvement Package	Long term (5–10 yrs)	National Highways; BCP Council	High	Medium
Connecting Places	Bournemouth, Christchurch and Poole Town Centres Sustainable Access and Connectivity Programme	Long term (5–10 yrs)	BCP Council; Bus operators	High	Medium
Connecting Places	Strategic Cross Boundary Active and Sustainable Travel Network	Long term (5–10 yrs)	BCP Council; ATE	High	Medium
Connecting Places	Bournemouth, Christchurch and Poole Mass Transit	Long term (10+ yrs)	BCP Council; DfT	High	Low

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Stantec UK Limited
100 Barbirolli Square
Manchester
M2 3PW
UNITED KINGDOM
stantec.com