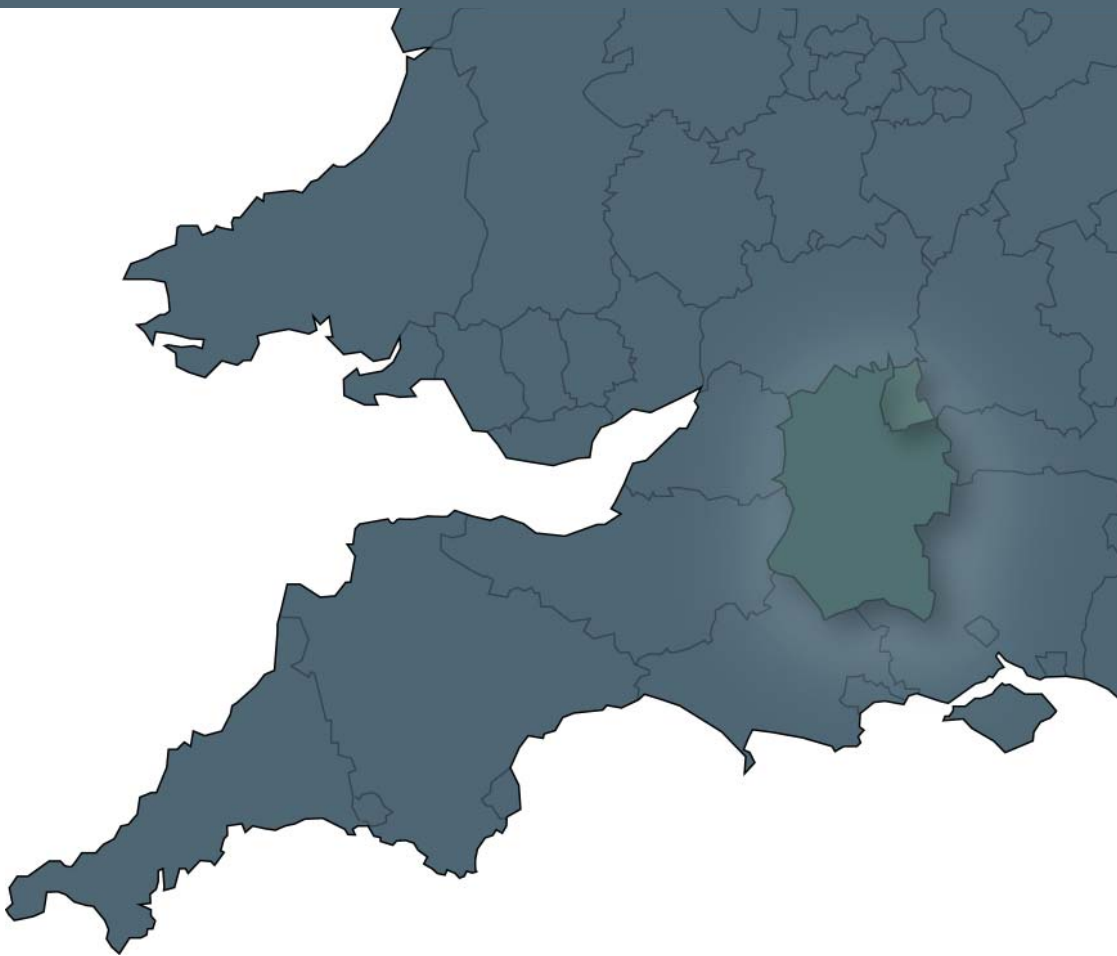


The Swindon and Wiltshire Local Enterprise Partnership Proposal



The Pivotal Place for Growth in
Southern England

Submitted by
The Swindon and Wiltshire
Strategic Economic Partnerships



Endorsement

Business Support for a Swindon and Wiltshire Local Enterprise Partnership (LEP)

To The Right Honourable Greg Clark MP
Minister for Decentralisation, Department for Communities and Local Government
The Right Honourable Mark Prisk MP
Minister of State for Business and Enterprise, Department for Business, Innovation and Skills

Dear Ministers

We are writing to confirm that the business community strongly supports a LEP for Swindon and Wiltshire. Since the original announcement of the successful LEPs we have worked through a number of options, reaching as many of our colleagues and members as possible, to understand their requirements for a successful partnership that will serve the area's needs. This has been done through an extensive programme of business engagement which included more than two hundred businesses, intermediaries, third sector and Council leaders (see Appendix 1).

They have expressed strong support for this proposal for the area, and identified planning and regeneration, business investment and business support as the priorities needed to create the conditions for enterprise to grow and create wealth, jobs and businesses. We recognise that, although businesses work across local government boundaries, we need a clear channel through which we can engage locally and nationally – this proposal will provide that. We stand behind the principles of strong collaborative and wider strategic alliances with our neighbours. This is based on agreed priorities and the common interest that was articulated in the original submission from Gloucestershire, Swindon and Wiltshire.

Our vision remains one of a LEP that is business led, which will provide the leadership and strategic vision to grow our economy – a clear and shared private and public sector vision on how jobs and businesses will be created for the benefit of our people. Clearly business activity is not constrained by administrative boundaries; however we recognise that you need an 'enabling' local environment if we are to be free to focus on growing our businesses for mutual benefit.

We have, therefore, worked closely with our public sector partners on how, collectively, we can use the LEP to achieve this. Where there is common interest, which can be delivered through effective public/private collaboration, we will utilise existing relevant structures or put in place those partnerships – whether internally or with relevant LEP neighbours or initiatives that have a common purpose. Although the economic profiles of Swindon and Wiltshire are different, the strategic location they share makes this a partnership that we fully support.

Yours sincerely



Rikki Hunt – Chairman, Swindon Strategic Economic Partnership
Paul Johnson – Chairman, Wiltshire Strategic Economic Partnership
Harry Hilliard – Chairman, Wessex Chamber of Commerce
Nicky Alberry – GWE Business West
Gary Mealing – President Swindon Chamber of Commerce
Ken Teal – Federation of Small Businesses
Steve Stone – Chairman, Wiltshire Colleges
Andrew Miller – Principal, Swindon College
Graham Taylor – Principal, New College, Swindon
Simon Jackson – Chief Executive, Inswindon BID Company Ltd

Endorsement

Dear Ministers

Democratic Support for a Swindon and Wiltshire LEP

This joint letter confirms the unanimous support of the Unitary Councils of Swindon and Wiltshire for this proposal. In the original submission we were able to demonstrate strong, united public sector support and with the support of our business community, we felt that we had put forward a robust case for a strong and effective partnership that could quickly build on existing networks and collaborative initiatives.

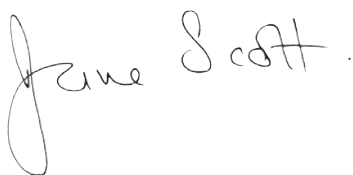
We recognised the need to look at how we could work closely with our neighbours to support coherent economic zones and that remains the case. We believe that this proposal puts a compelling case for a joint LEP that can build from a firm base and look outwards to build wider strategic partnerships that have a synergy with the economic zones that we know exist around us. Our vision remains one of a LEP that is led by our private sector partners, which will provide the leadership and strategic vision to grow our economies – a clear and shared vision on how jobs and businesses will be created for the benefit of our people.

We will focus on creating an environment that encourages and enables business to improve its performance – maximising the growth potential of all our sectors in what is a diverse mix of urban conurbation and a rural environment where our market towns need support to change and thrive in the 21st century. We have used the time between our first submission and this proposal to explore a number of options, engaging further with our business partners to find ways of adding value and be more ambitious through a LEP, and explore the scope for collaborative activity with neighbouring and other LEPs.

What has been hugely significant and extremely encouraging has been the strength of support and commitment from the business community for this revised proposal. Business leaders, business representatives such as the Federation of Small Businesses, the Chambers of Commerce and Industry, and other business intermediaries have collectively reflected to us the positive support there is within the area from businesses for this proposal.

We fully endorse the key principles set out in this document and are determined to play our part in delivering a successful economy for Swindon and Wiltshire.

Yours sincerely



Councillor Jane Scott
Leader, Wiltshire Council



Councillor Roderick Bluh
Leader, Swindon Borough Council

Executive Summary

Swindon and Wiltshire provide a strategic transition point for economic activity between Southern England and the South West. Our economies reflect that - they are outward-facing with strong economic links to all points of the compass. Economies today are complex, global and well networked – world-wide businesses affect local lives and local communities support global businesses. Our geography gives us real advantage to exploit those truths – as we straddle several of the most important economic arteries in the country.

The primary corridor of enterprise is clearly the strategic transport routes of the M4 and Western mainline rail that connect us to London, the Thames Valley, Bristol and South Wales. Our economies have benefited hugely from this infrastructure – evidenced by the number of Global and National businesses who have chosen to locate here – across all sectors of the economy. Its strategic location has also seen significant public sector investment. There are also key North/South links that connect the Midlands to the Southern ports – these include the A303, A350 and A419. Hence the 'A' list of businesses that have chosen to locate here – companies such as Honda, BMW, Nationwide, Zurich, Alcatel-Lucent, Dyson, Wincanton, RWE nPower, Avon Rubber and Cooper Tires. There are also significant innovation, research and technology clusters with the Technology Strategy Board, UK Space Agency, Research Councils, HPA, Dstl and Qinetiq all having significant operations in the area.

conurbation, market town and rural landscape at the heart of Southern England has, and will continue to be a strong attractor for business investment and people seeking a great quality of life. Covering 3,300 square kilometres, which includes 46% designated as areas of outstanding natural beauty (AONB), with 1.5% land area being World Heritage Sites. The area's population is currently 650,000 and expected to rise to 710,000+ by 2020, and we have a VAT registered business base of over 26,000. With excellent all round connectivity the Partnership will be able to develop wider economic alliances once established.

Covering one of the largest administrative areas in England, the Partnership will have sufficient critical mass to be a viable economic zone that will meet the needs of its businesses, its communities and government. Having two unitary councils means that we have the springboard needed for greater efficiency and engagement. We believe that this will

Both areas have urban conurbations surrounded by a rural hinterland. Although the economic profiles are clearly different - Wiltshire has a low population density (averaging 140 people per km²), whereas Swindon is a dense urban conurbation (850 people per km²) - our shared geography gives us a strong base on which to build. The mix of urban





provide a solid base from which to launch the LEP – and enable it to make a difference very quickly. We already have robust, evidence based economic and community strategies available to help shape the vision and direction of the LEP – that have consensus and buy-in from both business and public sector partners.

The creation of a LEP umbrella will strengthen the area's ability to deliver both national and local economic development and enterprise objectives. The Swindon and Wiltshire LEP will enable the existing public/private partnerships to support growth, create jobs and build sustainable communities.

We believe that the leadership and strategic direction provided by the Board, supported by the thematic delivery partnerships, will make a difference – coming together to meet these economic challenges:-

- Impact of globalisation and the increasing competitive pressure that brings on our business base.
- The impact of a smaller public sector - spending and job losses.
- The need for infrastructure investment to support economic growth.
- Broadband connectivity, specifically coverage and speed.
- Maintaining sustainable communities – urban and rural.
- Driving up the skill levels of our workforce.
- Access to Higher Education.

- Tackling youth unemployment.

We see our opportunities as:-

- Being part of the solution for re-balancing the economy away from the over-heating in the South East.
- Capitalising on our location as a gateway to/from other economic zones.
- Utilising our excellent transport infrastructure links, the strengths of our existing business base and workforce to underpin our desire to grow - ensuring the area is 'Open for Business'.

We will be innovative in how we work, making sure that the public sector plays an enabling role for the private sector to invest and create new jobs.

We will build on the foundations already in place in our respective communities. We will create the supportive environment essential to encourage growth and we will use the realistic, but challenging, objectives set to achieve real change. By 2015 we aim to see:-

- 10,000 New Private Sector jobs created.
- Safeguard a further 8,000 jobs within our business base.
- 85% area coverage by superfast Broadband.
- Using new administrative powers to build a supportive economic environment.
- Regeneration in, and improved connectivity between, our primary population centres – priorities are the Swindon, Chippenham, Salisbury and Trowbridge town centres.



- Identification, allocation and preparation of Strategic employment land sites.
- Reduction of CO² Emissions per capita is a priority. Swindon currently has the 6th highest rate in the UK on the city's index.
- Resilient rural communities served by sustainable transport links - recognising that 66% of the LEP population is located within 5km of a railway station.
- Tourism growth by targeted improved access to our attractions.

Our work together is underpinned by the following principles:-

- A commitment to providing the environment that will encourage, not frustrate, business growth. Help to create new jobs and take people out of worklessness.
- A focus on sustainable growth, with increased wealth generation helping the UK meet its budget deficit reduction target.
- Investing in infrastructure and services underpinned by private investment. This will help us reduce the call on the public purse.
- A will to work collaboratively to mitigate the effect of job losses in the public sector as the role of the state is reduced.
- The development of more opportunities through private sector business investment and growth.

Adopting best business practice, we will build our 'business partnership' in stages, starting with a firm Swindon and Wiltshire base. We will then seek to develop strategic alliances with other LEPs – either geographically or common purpose.

We have identified a number of strengths on which we will build a strong and resilient Local Enterprise Partnership. These include:-

- Strategic location – we are pivotal to the economies of the South West/South East and straddle the main strategic road and rail routes to Wales and the Midlands. Specifically we wish to see better use of our existing infrastructure - such as the implementation of the Trans-Wilts rail link.

- A strong business and industrial base, with particular strengths in:-
 - Advanced engineering and Manufacturing
 - Finance and business services
 - Tourism
 - ICT
 - Logistics
 - Low Carbon and Renewable Energy
- Building on our Business base – we will achieve both organic and new growth by focusing energy and support on increasing the export of goods and services from existing and new businesses. Further focus will be on exploiting the 'green' technologies being developed within our business base.
- Building on strong existing local partnerships between the private and public sector - the Wiltshire/Swindon Strategic Economic Partnerships, ONE Swindon, the Wiltshire Assembly and Wiltshire Public Service Board.
- Community cohesion – sustainable rural and urban communities will be critical; we will drive the need for more business engagement in the Social capital agenda to meet the challenges of connectivity and service provision.
- Defence – the military presence is significant in Wiltshire and plays a key role in local economies and communities.

The Swindon and Wiltshire LEP wish to take the national lead on Military Civilian Integration – building on the existing Military/Civilian Integration activity with the Army in Wiltshire.



Economic and Geographic Profile

The Partnership straddles the major strategic transport routes to the South West, South East and Wales. It offers a compelling combination of quality of life, pro-active business culture, access to other major economic zones and the human and physical capital to support economic growth. The area's position as a 'pivotal gateway' to these other major economic areas puts it in a strong position to build economic growth, wealth creation and jobs.

Geographically it is predominantly rural; however Swindon is a significant growth pole nationally – as well as locally – and will be a major contributor to our aspirations for economic growth. Wiltshire's market towns have a rich industrial and historic heritage and make a significant contribution to the local and national economies – both in the traditional (manufacturing) and new (knowledge-based) economies. What we have in common is a drive to succeed and grow, based on a forward-looking, 'can do' culture – building a business base fit for the future. There are important clusters and these include:-

Advanced engineering

Automotive – DTR VMS, Honda, BMW Mini, TS Tech
 Rail - Knorr - Bremse & Invensys
 ICT – Alcatel-Lucent, Motorola, Intel
 Design & Innovation – Dyson
 Rubber – Avon, Cooper Tyres

Financial and other services

Zurich	Arval
Nationwide	Capita
RWE nPower	Wincanton
Friends Provident	W H Smith

Food and Drink

Apetito
 Cereal Partners
 Nutricia
 Wadworths

The Partnership has a significant economic, geographic and social footprint. The area's economic profile is distorted by travel-to-work patterns. There are a significant number of high earning out-commuters – inter and extra area – that mask the low wage economy that exists in the rural areas and some urban wards.

The primary urban conurbation is Swindon with significant centres of population in Chippenham, Salisbury and Trowbridge. The remainder of the sub-national area is dominated by a market town economy and reliance on private transport is significant due to the absence of a viable public transport infrastructure. The GVA of the area reflects the gap between the rural and urban areas, where the high performing businesses are mostly located. This contributes to the high CO² emissions recorded.

Research

Technology Strategy Board
 UK Space Agency
 UK Research Councils
 South Wiltshire research triangle - employing over 5,000 scientists and technicians, based in:- Dstl, HPA and Qinetiq and others.

Statistics

Land Mass	3300 sq km
Population	650,000
Workforce - % of Working age in Employment	80%
Unemployment	6.8%
(Wiltshire 5.4%, Swindon 8.2%)	
Total Claimant Count	
Average	3.7%
(Wiltshire 2.6%, Swindon 4.8%)	

Productivity – Swindon is the dominant force in this area with some of the highest figures in the UK. Its GVA of £30,118ph is 147% of the national average. Wiltshire, with £17,313, has seen its productivity fall over recent years – now 85% of the UK average. This disparity highlights the broad nature of the challenges facing the area. However, the average wages are far closer with a male full-time worker in

Swindon earning £26,546, Wiltshire £26,033 – both have a disparity of 1:1.8 between male/female workers.

The business base is dominated by a cluster of global companies in the M4 corridor, with a diverse SME community elsewhere. There is a greater resilience in business survival in Wiltshire (66.7%, Swindon 63%); however the rate of new business start-ups is broadly equal across the area.

In terms of the anticipated public sector displacement, the overall picture shows there is a reliance on the sector for employment. There are particular 'hot-spots' where the dependence will have a significant impact. The significant military presence will undergo radical change as the outcomes of the SDDR take effect - this will provide both challenges and opportunities for the local economy. There are specialist organisations in the area that are nationally important – particularly in terms of national security, they include:-

- DE & S Copenacre
- Dstl and the Health Protection Agency at Porton Down
- RAF Lyneham
- Qinetiq
- HQ Land Command, Wilton

In respect of 're-balancing the economy', our focus is very much aligned with the strategic objectives of the Government – building on our Sectoral and Cluster strengths in:-

- Advanced engineering and Manufacturing
- Tourism
- Food & Drink/Land-based industry
- Life Sciences
- Financial and other Services
- Logistics
- Low Carbon and Renewable Energy

A key sector for the Partnership and Government is Tourism. The area has a compelling offer based on its heritage, physical and cultural assets and support infrastructure. Attractions include the Kennet and Avon Canal, Stonehenge, Salisbury and the Wiltshire Downs with Swindon having its own heritage cluster and providing a base from which you can access other areas such as the Cotswolds.

Although modest in employment terms, the rurality of the area means that land-based industries deploy an asset base that has significant economic impact – still employing 3.1% of the economically active workforce, over twice that for England (1.4%).



Making a Difference

Swindon and Wiltshire are outward-facing economies that bring both opportunities and challenges. Our business community has shown great resilience in dealing with the global economic downturn and the financial crisis. With our business 'mix' – over 85% of our businesses employ fewer than 10 - we remain cautious about future short/medium term growth prospects. There is a mixed picture coming from our global businesses – growth at BMW, maturity in the ICT sector and challenges in the financial sector. Many businesses are still seeking to improve productivity and rebuild profit margins as order books recover. The SME sector will continue to be sensitive to the impact of the public sector retrenchment over the next few years. We believe that this partnership will help build a positive environment for growth to mitigate this.

The Partnership will focus on three core priority programme areas, underpinned by an infrastructure investment programme geared to support the desire for growth and the creation of private sector jobs:-



Focus

Purpose:

Identify the key priorities and focus resources so that the Swindon and Wiltshire LEP is seen to be delivering real benefits to the economy, its businesses and its residents.

Scope:

Known Economic threats – there are a number of existing threats that need to be addressed:-

- Military bases - Closure of RAF Lyneham., Closure of D E & S Copenacre.
- South Wiltshire - loss of R & D capacity at HPA, Porton Down.
- Impact of public sector job losses (both from organisations within the area and significant numbers of residents that commute to other areas).
- Global economic situation – a number of our global businesses are re-structuring to mitigate the impact of the generic adverse trading conditions as well as the specific fall-out from the Japanese tsunami ie Honda's recent short-time working.

- Unemployment – develop further and implement specific initiatives to address the actual/potential rise in unemployment through the measures outlined in the Work section overleaf.

Retaining/expanding the business base

– develop a pro-active programme that will engage with strategic businesses and business organisations to identify needs and issues. Work with relevant partners to clear blockages to growth. Initiatives include:-

- Developing the new Enterprise Alliance in Swindon
- Wiltshire 100 programme that provides an aftercare service to key businesses.
- Introducing/re-inforcing a Business Charter/ Compact that clearly sets out roles and responsibilities for effective collaboration between the public and private sectors.
- A collaborative planning system that will provide a 'user friendly' service that is timely and gives clarity around what can, and cannot, be done.

Invest

Purpose:

Encourage inward and indigenous investment in businesses and individuals to enhance a culture of enterprise and achieve growth.

Scope:

Inward investment – establish a rapid response capacity across the area that will work in partnership with UKTI to attract and retain inward investment to the area.

Business growth – develop a high-value, low-cost model for business growth where delivery is private sector-based. This will focus on encouraging businesses to build networks, work with each other and encourages local supply chains.

Support for Enterprise – build better engagement between business and education to change cultural attitudes towards starting

and running your own business as a viable career option. Work with Partners to improve access to private sector finance and encourage business start up and entrepreneurship.

Sector development – prioritise support for key business sectors where the Partnership can demonstrate a compelling offer for new and existing investors including:-

- Advanced Engineering and Manufacturing
- Business Services
- Tourism
- Logistics
- Low Carbon and Renewable Energy

Innovation – facilitate access to research and development in public and private sectors, encourage technology transfer and generic innovative processes within the greater business communities.



Work (including Education)

Purpose:

Strengthen the provision of a workforce that has the relevant skills to meet the present/future needs of the economy and address the issues of worklessness and unemployment.

Scope:

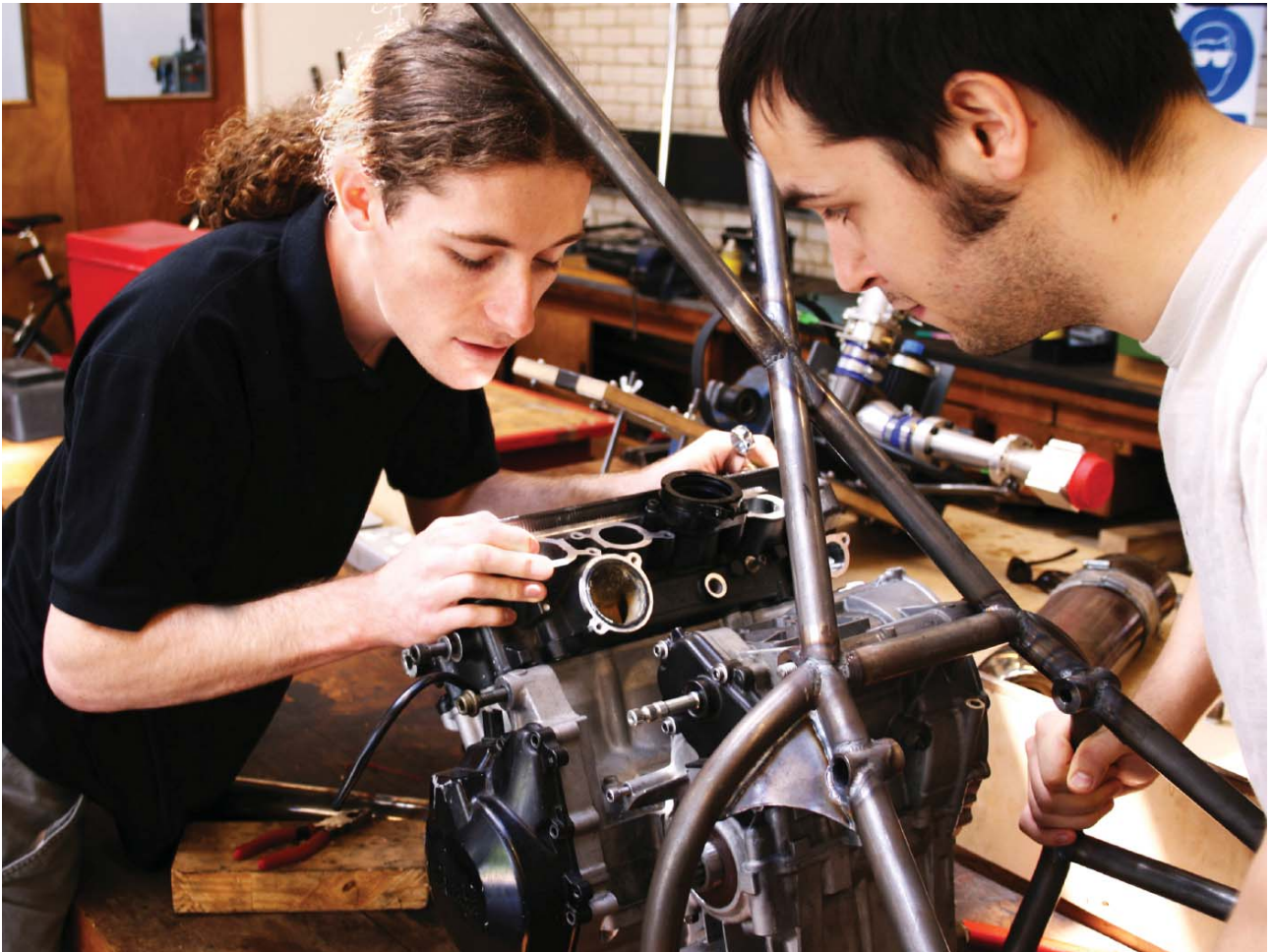
Employability – better balance and focus between attitudinal values, vocational skills and academic achievement.

Apprenticeships – both in terms of opportunities within business, take-up by young people leaving school or adults needing to re-skill/re-train following redundancy or returning to employment.

Higher education – access to HE facilities and courses which support the growth business sectors and local growth opportunities.

Worklessness and Youth Unemployment – build on the lessons from the ESF/FJF/Plan 500 programmes to develop effective solutions. Support those who haven't worked for some time and the 18-24 segment with their search for employment.

FE and HE – improve provision/ access through development of new delivery channels/models such as the new University Technical College initiative which will support our industrial sectors. Create a seamless FE and HE offer to reflect a re-balancing to the skills requirements of the private sector employers.



Infrastructure

Purpose:

Plan effectively for, and provide, the infrastructure business needs. Improve the connectivity to, and within the area - creating the environment in which businesses can survive and grow.

Scope:

Strategic Planning – identify areas for closer collaboration - including housing, transport, urban regeneration and strategic infrastructure – so that the area has a stronger offer through better alignment of policies. Recognising the specific priorities where a generic solution is not suitable, ie:-

- Regeneration of Swindon town centre.
- Regeneration of market town centres, especially those where existing transport infrastructure can be utilised and site opportunities exist ie Chippenham, Salisbury and Trowbridge (railway stations).
- Prioritising availability of employment land in areas in which businesses want to invest.



Strategic Sites – a programme of investment will be undertaken by the individual administrations that will reflect their resources and demand. Outside the M4 corridor, Wiltshire will bring forward a range of 'Oven ready' development sites that will mitigate private sector resource risk – both in terms of time and money.

Broadband – access/connectivity (speed) remains a significant barrier to growth outside the M4 corridor and is a priority for our partnership. By accessing national programmes and investing locally, Wiltshire will see £42.1m invested over the next 2 years to provide 85% coverage for super-fast Broadband, 95% universal coverage. Their private sector partners will be critical in terms of the financial leverage and prioritisation of this investment to maximise the economic impact.

Land-based industries – identify new ways of working together to address the issues of the rural economy. These include productivity (diversification) of land-based industries and addressing remoteness/access issues for rural businesses and communities. This includes Broadband connectivity as previously outlined.

Energy and utilities – a priority for the Partnership. Reduction of CO² emissions will be tackled through improving re-cycling, energy efficiency and managing waste. A joint public/public and public/private approach will be used to achieve this. We will also encourage and support the use of renewable energy on and off site, including:-

- Wind and solar
- Waste to energy and district heating schemes
- Biomass

Unique Selling Points of Swindon and Wiltshire

The key contributors to the local economy, which are not generic economic issues, include:-

- The strength of the global business clusters along the M4 corridor, specifically Swindon – hugely significant in employment and potential growth terms.
- Strategic location – the pivotal place on the map for East/West and North/South economic activity – accessibility, availability of sites and workforce all support our growth ambitions. There are very few other locations where you can reach 80% of the UK within two hours driving.
- Economic impact of the Military presence – the British Army is hugely important to Wiltshire's economy. Spending more than £500m annually, it has over 25% of UK land forces (nearly 23,000 frontline troops) based here. There is also the likelihood of further relocations from Germany in the short/medium term. Wiltshire, through the Military Civilian Integration programme, has begun to optimise the economic

opportunities that flow from the Army's presence – and expansion – on Salisbury Plain. This work is recognised as a national pathfinder. Through it we will mitigate the impact of the rationalisation of the defence estate, specifically the closure of RAF Lyneham in December 2012. There are wider socio-economic challenges as the Army becomes more settled - soldiers and their families will want to live locally when they leave the forces.

- Tourism – maximising the base that Swindon provides for visitors to the West and the Cotswolds generally. Specifically increase visitor numbers to the natural and built assets of Wiltshire:- Stonehenge, Salisbury Cathedral, Avon & Kennet Canal and the Wiltshire Downs. Swindon's heritage cluster:- National Trust, English Heritage, STEAM railway museum, Bodleian Library, National Science Archive and the the National Monuments Records Centre.
- Quality of Life – Swindon and Wiltshire's geographic location and easy access to the rest of Southern England, combined with the economic opportunities make it a great place to work, play and live.



How the Swindon and Wiltshire LEP will contribute to the National Economic Agenda

Our partnership will need empowerment from government to succeed. This will require a combination of factors – powers to act, investment and an asset base. With this support we are confident we can drive economic growth and create jobs.

Responsibilities

If we are to deliver the outputs/outcomes outlined in this proposal we need the (statutory) tools in our toolkit to drive the change needed to build the economy. Key areas include:-

Power of General Competence – vital if we are to change cultural attitudes in Local Government and help them become ‘enabling’ – a change of attitude to risk will be a key success factor.

Control over Business Rates (TIF) – we welcome the recent announcement and will be very active in seeing how we can make the most of the opportunities that will arise from this proposed change in the way that Local Government will be resourced and can operate.

Strategic Planning – over-arching responsibility for strategic infrastructure planning across the LEP area, based on existing local structures.

Inward Investment – local capacity to pro-actively manage Inward Investment and FDI enquiries in partnership with relevant Government Departments, particularly UKTI.

Skills and Learning – this policy/activity area is crucial to economic growth and we need the ability to influence commissioning if local needs are to be better catered for. A shift from student-based funding to employment needs-based funding would give business better traction and support to protect and grow the business base.

Unemployment/Jobs – ability to influence/direct the Work Programme led by Job Centre Plus to ensure appropriate local delivery.





Finance and Delegated Authority

The partnership recognises that the budgets of the HCA and other public agencies are being cut. However, as a major recipient of regional assets, we would wish to work closely with HCA on how those held in our area can be best utilised to drive our growth ambitions. Although the core activities of the Partnership can be supported, there are severe limitations on resource – both human and financial. Support from the LEP Capacity Fund will be critical to the establishment of a viable and sustainable partnership that is ‘fit for purpose’ and able to deliver its objectives. Successful submissions to current and future business initiatives will be challenging in light of the competing demands on that investment resource. We would want to discuss with government how we might access the powers vested in Enterprise zones for use within our area to drive growth and business creation.

European Funding

Both Swindon and Wiltshire has successfully used European funding to support its economy

– specifically ESF/the Lisbon Agenda-based Competitiveness Fund. Continued ability to access that funding once it is centralised will be important in terms of leveraging other investment sources.

Supporting Government

We believe that the Partnership can provide valuable local intelligence to central Government departments and provide a delivery mechanism for existing and new initiatives. Specifically:-

- BIS - Act as a point of reference for the businesses, provide intelligence on issues and challenges they face and liaise with key companies to protect and build on their investment in Swindon, Wiltshire and the UK.
- CLG - provide a delivery function for the department specifically around programmes such as the ‘Green Deal’ and other environmental initiatives.
- DEFRA - the rural nature of Wiltshire and its role as a major grain producer, makes it a significant delivery partner for the department.



Wider Alliances

This proposal will establish a 'core' area - we recognise that in order to pursue wider strategic priorities the LEP will need to federate/coalesce with other LEPs on particular cross border zones and wider economic synergies. Its proximity and position in relation to the West of England, Dorset, Gloucester, Devon and Somerset and Berkshire means that there are other areas of common interest that we can interact with to stimulate and support economic growth. The situation, however, remains fluid and we believe that establishing a firm base is the important first step. Wider federations/alliances will be the next phase of development – when both we, and our potential partners, are in a position to forge meaningful alliances.

We consider future LEP alliances will focus on common economic interests/themes and major strategic issues. Where the scale of intervention/investment requires an integrated approach, sub-national rather than a local partnership would be able to deliver. For example:-

- Rail electrification/M4 corridor development – Looking East to Thames Valley, West to the West of England LEPs.
- Military/Civilian Integration – Aldershot, Catterick (Super-Garrisons).
- Development along, and of, the M3/A303/A350/A419 economic corridors and North/South Coast Port linkages.
- Broadband.
- Rural/Land based Economic Development.
- Tourism.

Core Partnership:

The Swindon and Wiltshire LEP will form a robust 'Core' partnership that will have the critical mass and capability to take advantage of the clear opportunities that will occur. Where a federated approach to broader, strategic issues is needed, the following potential collaborations have been identified, where common interest will benefit from a stronger, collective voice.

South West and West:

The West of England LEP is the third cornerstone of the economic triangle that produces over 50% of the South West's GDP and is joined to the area by strategic road and rail networks – M4 (Bristol to London) and M5 (Birmingham to Bristol), Paddington main-line, North-South cross-country and routes to

the South Coast. The potential trans-Wiltshire rail link will further support this. There are significant links to the Somerset economy and we share similar economic profiles/challenges – particularly access to Higher Education.

North:

We share road and rail transport corridors with Gloucester and there is significant commuting between our areas. Partners in our original submission, we will continue to work closely with them on areas of common interest.

East:

There are clear synergies along the strategic transport corridors into the South East and London with the Thames Valley sharing many of the issues faced by this partnership. Big strategic issues include the electrification of the Bristol to London main line.

South and South East:

Collaboration with Hampshire and Dorset, based on the strategic road/rail networks. These North/South linkages, to the ports and the significant defence presence, provide a rationale for a federated relationship with a number of strands of activity as outlined above.



Governance and Engagement

We have developed a model that will provide strategic direction and leadership. The Board will be private sector-led and they will form a majority presence. They will set the strategic priorities, approve the Business Plan and monitor progress against the set outputs/outcomes. The themes flowing from the Business Plan will be developed into action/activity plans by two very strong local thematic delivery Boards. They will be expected to collaborate closely on generic issues and bring a clear focus to the specific challenges facing Swindon and Wiltshire. Feedback from business suggests that the tangible outputs (local delivery) are what interests them and that is where they will mostly engage, and invest where relevant, in this Partnership. The balance of the proposed Board and the individuals that have already committed to the partnership give this LEP real credibility – a partnership that is fully accountable democratically and economically to the business community.

Main LEP Board

A shadow Board will be quickly established to oversee the development of the proposal into a robust partnership that will deliver the outputs/outcomes set out in this bid. They will guide the development of an initial 3 year Business Plan that will have a range of themes - some generic (such as employability, employment, skills and tourism), some specific (regeneration priorities, strategic sites). Although the main purpose of the board is to provide strategic direction and leadership, they will have delivery function in relation to the generic themes. The specific priorities will be the responsibility of the local thematic delivery boards - but all performance will be monitored at main Board level. Both Wiltshire and Swindon have long-established public/private strategic partnerships (WSEP/SSEP) and the intention is to draw on that expertise (goodwill) to form the shadow Board. The proposed composition will see eight members drawn from the business community

– 4 from each area. We expect continued engagement from the global businesses (such as Honda, Nationwide, The Consortium) and representation from the intermediary community – FSB, Chambers. The 4 public sector places will go to either the Leader/Chief Executive of the two Unitaries, a representative from the FE/HE community and (probably) the Brigadier from 43 Wessex Brigade.

The objective is to have in place the formal Board and LEP structure by January 2012. There will be a recruitment process for places on the Board against a job description. During this transition period, we intend to look at existing LEP models to pick up and adopt best practise to ensure the LEP is structured to best meet the objectives of the area.

Local Thematic Delivery Board Structure

In order to maintain the engagement of the business community, and optimise the growth



opportunities, we need to make rapid progress to real outcomes. To do this we will utilise our existing, long standing and successful Strategic Economic Partnerships. These may evolve into more 'fit for purpose' structures as the Business plan and objectives emerge. The business community has made it clear that they would want any real engagement to have tangible outcomes and clarity of purpose. They recognise the need for a local support structure that continues to be enabling, and provides a relevant return on investment. A streamlined local delivery structure will support the objectives of the Partnership, meeting the economic priorities agreed by the private and public sector at a local level.

The work programme of the Partnership will use the currently agreed local economic strategies – and the evidence-base that supports these – as a base to build an integrated approach to the challenges that our economies face – prioritised so that all stakeholders can see that the Swindon and Wiltshire LEP is making a difference.

Secretariat

The initial support for the LEP and its Board will be provided by the 2 Unitary councils. This will be channelled through the existing partnerships – WSEP for Wiltshire/SSEP-Forward Swindon for Swindon. During the shaping period this will be at UA Director level, supported by a dedicated project manager. Beyond that period, the aspiration is to get private sector investment – financial and/or human – as we recognise that that is the way to get meaningful and sustained engagement from all partners. Clearly this is a significant call on local resources and we will seek support from the national LEP start-up fund to mitigate this.

Implementation

Our vision identifies a direction of travel that will focus on the short to medium term (September 2011 – March 2015), and provide

a 'softer' medium to long term ambition that will cover our major infrastructure aspirations.

The economic challenges we face are already clear and we intend to develop the governance structure and delivery framework over coming weeks. The on-going dialogue with all stakeholders – including government – has meant that the timeline has extended beyond the expectations of some of our partners – especially the private sector. The feedback we are currently receiving is that any further delay will see private sector support – and engagement – ebb away. Culturally they expect action after commitment and it has now been nine months since original discussions were started. For this reason we wish to set an ambitious timeline and, if possible, get approval before the summer recess. We believe this is critical to a successful LEP being established – that has real engagement from both sides of the economy.

The following programme of work is therefore our ambition:-

By 15 July 2011

Submit LEP bid to BIS/CLG for approval

By 31 July 2011

Obtain Government approval

By 31 August 2011

Shadow (Transition) Board membership will be established and a date for its inaugural meeting will be confirmed for September.

By September 2011

(Inaugural Board meeting)

A draft Business Plan will be completed by the secretariat drawn from the partner organisations. This will be presented to the Board at its inaugural meeting and circulated for consultation to other key partners/ stakeholders.

By 31 December 2011

Recruitment process and working structure for the LEP will be in place.

By 31 January 2012

First board meeting will have been convened and the business plan approved for roll-out.



Appendix 1

This Proposal has received letters of support from the following businesses

Organisation	Signatory	Position
Apetito Plc	Graham Forrester	Operations Director
Herman Miller Limited	Graham Dean	Operations Director
Invensys Rail Limited	Rosemary Camp	Operations Director
Avon Rubber Limited	Miles Ingrey-Counter	Company Secretary
Bowood Enterprises	The Marquis of Lansdowne	Chief Executive
Cooper Tire and Rubber Company Europe Limited	Julian Baldwin	Managing Director
The Consortium	Melanie Teal	Managing Director
Health Protection Agency	David Rhodes	Head of Business Development
QinetiQ	Steve Wilkinson	Director Aviation Facility Services
The Wilton Carpet Factory Limited	Peter Le Count	Managing Director
Longleat Enterprises Limited	David Bradley	Chief Executive
Federation of Small Businesses (Wiltshire)	Ken Teal	Area Representative
Wessex Chambers of Commerce	Mike Williams MBE	Chief Executive
Salisbury and District Chamber of Commerce and Industry	Melanie Murrell	President
Country Land and Business Association	John Mortimer	Director (South West)
Capita Secure Information Systems (Sungard)	John Gibson	Chief Executive Officer
University of Bath	Dr Faith Butt OBE	External Relations Director
Malmesbury Syrups	John Taylerson	Director
DTR VMS Limited	Mike Franklin	Director
Wiltshire College	Di Dale	Principal
Visit Wiltshire	Peter Wragg	Chairman
GWE Business West	Phil Smith	Managing Director
NFU	Emma Woodhouse MRICS	South West Food and Farming Advisor
Knorr-Bremse Group	Paul Johnson	Chairman
Alder King	Peter Barefoot	Partner
Bluefin Group	Ian Sharpe	Commercial Divisional Director
Clark Holt, Solicitors	Jeremy Holt	Senior Partner

Organisation	Signatory	Position
Coles Easdon Consultants Ltd	John Easdon	Managing Director
Fredericks Foundation	Charles Dodwell	CEO
Honda of the UK Manufacturing Ltd	Mike Godfrey	Chief Engineer
Howard Tenens	Eilis Cope	Marketing and PR Director
Morris Owen, Accountants	Rob Harman	Senior Partner
RSM Tenon Plc	Vijay Tanna	Director
Swindon Town Football Club	Nick Watkins	Chief Executive
VOX PR Ltd	Sue Pycroft	Director
Whitmarsh Lockhart	James Lockhart	Partner
Withy King, Solicitors	Peter Foskett	Partner
New Swindon College	Graham Taylor	Principal
Swindon College	Andrew Miller	Principal
Nationwide Building Society	Robin Bailey	Divisional Director
GWE Business West (Swindon)	Nicky Alberry	Chair
NMSI Wroughton	Rob Hebden	Site Director
Halcrow	Neil Holt	Group Director
InSwindon	Simon Jackson	Chief Executive
Thrings	John Davies	Partner
Zurich	Phil Wood	UK Life HR Director
Westbury Constituency	Andrew Murrison MP	
North Wiltshire Constituency	James Gray MP	
Devizes Constituency	Claire Perry MP	
Chippenham Constituency	Duncan Hames MP	
Salisbury Constituency	John Glen MP	
Swindon North Constituency	Justin Tomlinson MP	
Swindon South Constituency	Robert Buckland MP	

A further 20 businesses have indicated verbally that they support this proposal letters awaited.

If you require any further information regarding this proposal please contact:-

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