

WILTSHIRE AND SWINDON
ECONOMIC STRATEGY
2003-2008

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Message from the Chairman of the Wiltshire and Swindon Economic Partnership

This is the third Economic Strategy for Wiltshire and Swindon and has been prepared following significant changes in the international, national, regional and local context over the three years since the last Strategy was produced.

We have now focussed more specifically on three key objectives for the Wiltshire and Swindon economy – raising productivity, developing a flexible, skilled workforce and securing additional benefits through partnership working. In this way we can build on the progress made so far in improving the economic well-being of the sub region, maximising our strengths and opportunities, whilst addressing our weaknesses and responding positively to our threats.

This will be achieved whilst paying due regard to the environment which is so important to our sub region, ensuring the long term prosperity and vitality of our rural communities and sharing the subsequent prosperity and quality of life with all our inhabitants.

The Strategy has been co-ordinated by the Wiltshire and Swindon Economic Partnership on behalf of the sub region and we have consulted very widely during its preparation. However, it cannot be delivered by one organisation on its own and we are looking to agencies, organisations and other partnerships to identify aspects of the Strategy that they can lead on for the sub region, to ensure that the economy of Wiltshire and Swindon continues to develop, grow and bring real benefits to those who live here.

Please read this Strategy and, if you are part of an organisation that can help to deliver against the objectives or assist in their achievement, please let us know. Together we can continue to make a real difference.

John Cullum
Chairman
Wiltshire and Swindon Economic Partnership Limited.

CONTEXT

Strategy and Policy Context

There have been a number of developments in the national strategy and policy arena, including the further development of the regional agenda, since the last publication of the Economic Strategy for Wiltshire and Swindon in December 2000. These changes have prompted the development of a revised Economic Strategy for the Wiltshire and Swindon sub-region.

The role of the South West Regional Development Agency (SWRDA) has strengthened, including increased delegation of responsibility from Government. Recent developments that will be instrumental in guiding activity in Wiltshire and Swindon are the production of the South West's Regional Economic Strategy (2003-2012), SWRDA's Corporate Plan (2003-2006) and the increasing role of the South West Regional Assembly as a strategic and scrutiny body. The South West now boasts a large range of thematic strategies, so much so that there has been a call for the development of an Integrated Regional Strategy.

In 2001, the Learning and Skills Council replaced the Training and Enterprise Council with a broader remit including funding all post-16 training not covered by higher education. The development of the South West Framework for Regional Employment and Skills Action (FRESA) was undertaken in 2002 by a new regional partnership, 'The South West Regional Employment Forum' (SW REF). The Framework will play an increasing role in employment and skills development as the SW REF implements new policies and initiatives. The role of the Small Business Service will continue to be felt through closer integration with the RDA and, out in the field, through the Business Link franchises. Together, these changes should act to ensure a co-ordinated approach to skills, learning and business support regionally and locally.

In addition, the South West's response to the Department of Farming and Rural Affairs' (DeFRA) Strategy for Sustainable Food and Farming, launched in December 2002 and the mid-term reform of Common Agricultural Policy (July 2002), will be important in influencing local action during the life of this strategy. The Regional Innovation Strategy and delivery through Inspire South West will act to raise regional productivity and will need to be translated into a sub-regional context. The call for a local Workspace Strategy, the implementation of the local Skills and Learning Strategy and strategies covering Rural areas, Swindon's Urban Regeneration area and Market Towns will also be important in guiding local activity.

Finally, the establishment of new partnerships has broadened the scope of activity in the sub-region. This includes the emergence of Local Strategic Partnerships: 'The Wiltshire Strategic Board' and 'The Swindon Strategic Partnership'. Over time, these partnerships will mature and will act to facilitate

an integrated approach to local delivery for example in the health, crime, economy and social arenas.

Economic Context

For many years, Wiltshire and Swindon has enjoyed relative prosperity compared to other parts of the UK and the South West. Gross Value Added is in line with the South East, the area has been a net recipient of in-migration, and for a long period of time, Swindon has been a popular location for corporate inward investment. The area supports over 300,000 people in employment, a population in excess of 600,000 and has one of the highest levels of GDP in the region. Its proximity to Berkshire and Bristol, both engines for growth in their respective regions, has also been significant.

However, in recent times, shifts in the global economy have been felt and have manifested in several ways including the loss of manufacturing jobs and business disinvestments, as well as retrenchment in the IT and telecommunications sectors, especially in Swindon. Across the area, it is anticipated that there will be a continued shake-out of businesses especially the manufacturing sector and those which, in the light of increasing global competition, do not adopt innovative business practices. In order to meet this challenge it is important that the area is equipped for the future and this will necessitate investment in the local workforce through action in schools, local further education establishments and local businesses.

Businesses and individuals in Wiltshire and Swindon now experience a range of pressures. The relative high value of the Pound has made exporting harder, a tight labour market has resulted in recruitment difficulties and a shortage of skills and the sharp increase in house prices are all causing difficulties. In addition, across the UK, the low value of the stock market and associated scandals, uncertainty regarding the UK joining the EMU; increasing international pressures in the aftermath of the war with Iraq and uncertainty in the Middle East will also act to affect short to medium term confidence and depress markets. These changes, plus EU enlargement and global competition from lower cost economies, have reinforced the move away from the desire for economic growth and expansion at all costs to a more reflective stance with a focus on improving skills, competitiveness and productivity.

For Wiltshire and Swindon to come through this period of uncertainty intact, it must look to the resources of its partners to work together effectively and efficiently to ensure that enterprise, innovation and investment are encouraged and supported by an appropriate physical infrastructure and that the workforce is appropriately equipped for the current and future needs of business. By focusing on these three areas: enterprise, skills and partnership, it is hoped that negative effects in the wider UK economy will be minimised and the area will remain one of the strongest in the South West. In order to do so, the area needs to specify priorities for action within this strategy, including those sectors it

feels it should particularly support and stimulate, identifying certain infrastructure developments and geographic priorities.

The Wiltshire and Swindon Economic Strategy

The Wiltshire and Swindon Economic Partnership (WSEP) has been recognised regionally as an effective body and at the forefront of successful partnership working. As one of the seven designated Sub-Regional Partnerships, it is the main strategic economic interface between the sub-region and regional organisations. The South West Regional Development Agency will depend on it to implement key aspects of the Regional Economic Strategy and as such, it is WSEP's responsibility to review, revise and produce the Wiltshire and Swindon Economic Strategy on behalf of the area.

WSEP was established in 1998 to promote the economic well-being of the area and comprises a range of public organisations, local economic partnerships and the private sector (Appendix III). WSEP became a company limited by guarantee in November 2002 to develop and strengthen its own capacity but it is currently a strategic body without financial resources of its own to deliver economic development and regeneration activity. Partners are therefore responsible for translating this strategy into action and for co-ordinating activity to avoid duplication and maximise outputs and outcomes. This strategy will act to determine those areas of work in which, together, WSEP partners will take a lead in delivering, as well as those which WSEP itself will act to advocate.

Work to revise the Wiltshire and Swindon Economic Strategy began in July 2002. Drawing on a SWOT analysis of the area (Appendix I) and following a period of revisions and consultation with partners and stakeholders it was finalised in June 2003.

WILTSHIRE AND SWINDON: PRINCIPAL TOWNS AND TRANSPORT ROUTES



THE VISION FOR WILTSHIRE AND SWINDON

A vibrant, sustainable economy delivering high quality opportunities for all communities in Wiltshire and Swindon.

Partners have agreed to work together to develop the Wiltshire and Swindon economy by adding value to our individual efforts. The vision for Wiltshire and Swindon is to build on existing strengths and address weaknesses in order that everyone can benefit from quality economic opportunities, be they business (including the public sector), learning or community focussed. It is also important that the area is attractive to both existing individuals and organisations and to new entrants.

The environment is a key local asset and offers the potential for the development of new business activities. In pursuit of the strategy, the area also needs to be mindful of balancing growth with the protection and conservation of this valuable asset and encouraging development which will be sustainable in the long term.

THE MISSION FOR WILTSHIRE AND SWINDON

To achieve the Vision for Wiltshire and Swindon through proactive and dynamic partnership working.

As a partnership which covers the whole of Wiltshire and Swindon, the Wiltshire and Swindon Economic Partnership (WSEP) has co-ordinated the development of this strategy. The aim is that partners and other local organisations will adopt this Mission and use the strategy to inform their local delivery.

In pursuit of the Vision for Wiltshire and Swindon, a set of strategic objectives has been identified covering three vital areas of work: ensuring the right conditions prevail for **enterprise, workforce skills** and **partnership working**.

STRATEGIC OBJECTIVES

Strategic Objective 1

To ensure the right conditions prevail to raise productivity through innovative and sustainable development enabling increased investment in jobs and services to improve quality of life.

Partners in Wiltshire and Swindon will look to deliver projects in seven key activity areas under this Objective. These cover: developing a strong sense of business community; the provision of suitable business information and advice; diversifying the economic base; the provision of suitable land, premises and infrastructure; ensuring investment improvements in transport, communications and housing; raising investment, productivity, exporting and innovation; and encouraging initiatives which improve the quality of the area.

Strategic Objective 2

To develop a skilled, motivated and adaptable workforce with the skills to meet current and future business needs.

It is important that both enterprise and individuals benefit from the development of additional and better skills and that information is captured on demand. Here, work will focus on: raising participation and achievement in learning including hard to reach groups; increasing levels of numeracy and literacy; increasing employer engagement in workforce development; meeting future needs and promoting Wiltshire and Swindon as a place where people learn.

Strategic Objective 3

To bring about additional benefits to Wiltshire and Swindon through partnership working.

It is vital that partnerships develop appropriate interfaces with other regional and local organisations in order to improve communications, avoid duplication and improve joint working. By working in partnership, local organisations will look to plug gaps in provision and maximise resources and capitalise on outcomes brought to the area. Key activities here therefore include ensuring well-balanced partnerships which work with businesses; playing an active role in regional strategic development; taking ownership of the Wiltshire and Swindon Economic Strategy and collating and disseminating information on the economy to all communities.

CROSS-CUTTING THEMES

Cross-Cutting Themes

- Rural issues
- Economic inclusion
- The Environment
- Sustainable Development

There are four cross-cutting themes which run throughout this strategy: rural issues, economic inclusion, the environment and sustainable development.

Rural Issues

Swindon is the only major urban settlement in Wiltshire and Swindon, and with the exception of the City of Salisbury, the area comprises market towns and rural villages. As a rural economy, there are a number of pertinent issues that arise across the whole area including access to: transportation, local employment, housing and local services, as well as stewardship of the environment and the importance of the land-based industries. In translating this economic strategy into delivery, rural issues need to be considered to ensure that the long term prosperity and viability of communities and their population is ensured.

Economic Inclusion

It is important that prosperity and a good quality of life is a shared experience across the whole of Wiltshire and Swindon. Economic inclusion is therefore highlighted as a cross-cutting theme and activity to achieve it will look to benefit a wide range of groups. These include single parents and families on low incomes, those with poor literacy and numeracy skills, the sick and the disabled and those providing long-term unpaid care.

The Environment

Both the natural and built environment in Wiltshire and Swindon should be regarded as an economic asset. Delivery of this strategy should therefore pay due regard to preserving the quality of the landscape and local heritage whilst ensuring its long-term productivity through new business opportunities.

Sustainable Development

It is important that local economic development is undertaken sensitively and with due regard for the future needs of the area and its people whilst still addressing current economic needs as defined by Agenda 21.

SECTOR PRIORITIES

Sector Priorities

- Advanced Technologies
- Business Services
- Food and Drink
- ICT and Creative Industries
- Agriculture & Land Based Industries
- Tourism, Leisure & Hospitality

Reviewing the industrial profile of Wiltshire and Swindon and considering local industry specialisms highlighted through a range of recent local research, six sectors have been identified as priorities. However, this does not preclude support for other sectors in specific circumstances.

Manufacturing and Agricultural activities have long been important in the area and comprise many industries which have been facing a number of difficulties in recent years. The Service Sector also covers a wide range of industries, but in contrast to manufacturing and agriculture, it has been performing well. It is important that the economic base of Wiltshire and Swindon is strengthened to enable it to compete in national and international markets. This strategy therefore focuses on those manufacturing and service industries which are currently important in the local economy and which are expected to have a long-term future in the area.

In order that initiatives deliver high quality opportunities, this strategy places an emphasis on research and high value added activity within these sectors.

GEOGRAPHIC PRIORITIES

Geographic Priorities

- Swindon Urban Area and the City of Salisbury
- Priority Market Towns
- Deprived Wards in worst 10% for each index of social deprivation in Wiltshire and Swindon.
- Communities heavily influenced by the MOD and armed forces - LEADER+ area, Lyneham and Chilmark.
- Salisbury Research Triangle
- The A36, A350, A303
- Strategic rail routes and station provision as well as rail routes to Swindon.

Wiltshire and Swindon has a diverse economic base which raises various issues geographically. However, in order to focus delivery where it is most required, this strategy places a priority on the Swindon urban area and the City of Salisbury, market towns which have been prioritised by the Wiltshire Market Towns Partnership, deprived wards falling into the bottom 10% in Wiltshire and Swindon (Appendix II), the Salisbury Research Triangle and communities which are heavily influenced by the MOD and armed forces including maximising on the opportunities presented through Project Allenby. Additional areas may be highlighted through separate thematic strategies which are adopted by the Wiltshire and Swindon Economic Partnership e.g. rural, workspace and broadband strategies. In addition, it is important that there is a suitable communications infrastructure to underpin regeneration activities. This strategy therefore also looks to prioritise the need for improved **strategic rail routes and station provision, improvements to the A36, A303 and A350 and the need for a robust ICT infrastructure.**

DELIVERABLES

There are a number of key activities and deliverables which have been identified in support of each of these strategic objectives. Some are initiatives already in place whilst others are entirely new. These are presented in Table 1.

The challenge will be to encourage the formation of delivery partnerships or extend the breadth of work undertaken by existing groups.

Table 1: Strategic Objectives and Key Activities

Strategic Objectives	Key Activities	Delivered Through
1. 'Ensure that the right conditions prevail to raise productivity through innovative & sustainable development enabling increased investment in jobs and services to improve quality of life.'	Develop initiatives to support a strong sense of the business community	<ul style="list-style-type: none"> • Support the development and promotion of business clubs and networking activity • Encourage local purchasing and tendering activities and the development of local markets for local produce • Encourage initiatives that promote green business practices • Support the reduction of red tape for SMEs
	Ensure the provision of suitable business information and advice across all stages of business formation and development and promote exporting	<ul style="list-style-type: none"> • Provide targeted support to SMEs, rural businesses and social enterprises • Identify the training needs of local businesses and broker training provision to maximise take-up • Raise awareness of opportunities in exporting to maximise the balance of trade for the area • Identify at risk firms to maximise the support available
	Diversify the economic base through encouraging high value added industrial and commercial activity through indigenous development and inward investment	<ul style="list-style-type: none"> • Support start-up, reinvestment, inward investment and business retention • Support investor support activity • Attract emerging sector investment • Develop the rural economy including support for initiatives that support a strong rural land based economy
	Ensure the provision of sufficient suitable land, premises and infrastructure to meet business investment needs	<ul style="list-style-type: none"> • Ensure structure plans and local plans address the key infrastructure needs of business and individuals • Produce an agreed Workspace Strategy in accordance with need and demand and identify key locations for different types of workspace provision
	Ensure investment improvements in transport, housing and communications to support business and communities	<ul style="list-style-type: none"> • Identify and agree sub-regional transport priorities and lobby for their regional and national recognition • Work with ICT providers to improve the local infrastructure allowing high speed and high quality access • Ensure structure plans and local plans (or equivalents) address all housing needs in an appropriate and sustainable way
	Develop and implement initiatives that encourage innovation, the adoption of new business practices and which look to raise investment and productivity	<ul style="list-style-type: none"> • Take forward the development of business clusters and infrastructure developments such as incubation and Science Park facilities • Encourage initiatives that develop knowledge and technology transfer • Ensure the dissemination of best practice and skills development across the business community • Raise awareness of funding opportunities and awards e.g. SMART • Support environmental business clubs and e-business activities • Maximise access to regional and local initiatives that improve business practices
	Develop & implement initiatives that improve the quality of Wiltshire and Swindon as an attractive location for business and pleasure	<ul style="list-style-type: none"> • Promote the quality of life available in the area through tourism and inward investment initiatives paying regard to environmental and social factors • Strengthen market towns e.g. Vision for Trowbridge • Regenerate Swindon's town centre and promote a more positive image of the town • Raise the profile of Wiltshire and Swindon • Enhance the environmental quality of Wiltshire and Swindon

Strategic Objectives	Key Activities	Delivered Through
<p>2. 'To develop a skilled, motivated and adaptable workforce with the skills to meet current and future business needs.'</p>	<p>Raise participation and achievement for individuals in learning including hard to reach groups</p>	<ul style="list-style-type: none"> • Develop accessible training through community and outreach provision in rural and urban areas • Encourage learning and training providers to develop responsive training provision and allow for progression into accredited training • Work with the education and business sectors to ensure 14-19 year olds are 'ready for work' • Establish networks of mentors to advocate training • Support school-employer initiatives to stimulate interest in key career opportunities • Support initiatives that promote the use of e-learning mechanisms • Support initiatives that address business recruitment difficulties
	<p>Increase levels of numeracy and literacy (basic skills) to benefit individuals and employers</p>	<ul style="list-style-type: none"> • Support the work of the Basic Skills Strategic Forum and Practitioners Group • Develop and improve mechanisms to identify and engage with school leavers and adults lacking in basic skills • Build the capacity of the public and private training sectors to meet demand • Ensure suitable recruitment and training programmes are in place and accessible to all • Raise employer engagement in basic skills training • Raise awareness of initiatives
	<p>Increase employer engagement in workforce development</p>	<ul style="list-style-type: none"> • Encourage CoVEs in key sectors to raise the quality of training available to companies • Build on the Employer Training Pilot developing on the brokerage model and contacts already made with companies • Improve the quality and responsiveness of training providers and spread best practice • Bring forward innovative skills development projects across Wiltshire and Swindon • Address recruitment difficulties through a sector approach • Improve sources of information and training advice to employers • Support initiatives that diversify learning methods to suit individual employers' needs • Encourage employer investment in higher skills development
	<p>Identify and plan to meet future needs of individuals and employers</p>	<ul style="list-style-type: none"> • Promote the use of labour market information • Collect, analyse and disseminate feedback from employers through the Wiltshire and Swindon Training Network • Link with the Wiltshire & Swindon Intelligence Network and the Skills & Learning Intelligence Module of the Regional Observatory
	<p>Promote Wiltshire and Swindon as a place where people learn</p>	<ul style="list-style-type: none"> • Promote the University of Bath in Swindon and encourage further Higher Education provision, opportunities and up-take in Wiltshire and Swindon • Support graduate retention initiatives • Extend the provision of information and guidance services to strengthen links with employers • Promote skills through Inward Investment activities • Encourage initiatives which 'celebrate success'

Strategic Objectives	Key Activities	Delivered Through
<p>3. 'To bring about additional benefits to Wiltshire and Swindon through partnership working.'</p>	<p>Ensure well balanced partnerships exist to lead sub-regional and local developments</p>	<ul style="list-style-type: none"> • Incorporate WSEP as a not for profit company limited by guarantee and refresh and reinforce the roles and responsibilities of partner organisations • Encourage private sector participation in partnerships • Develop innovative ways of working and monitor best practice amongst other UK SRPs, adopting new measures where relevant and appropriate • Ensure effective and efficient linkages exist between partnerships in Wiltshire and Swindon including WSEP, Lifelong and Local Learning Partnerships, the Rural Regeneration Partnership, Wiltshire Market Towns Partnership, Local Strategic Partnerships and Local Economic Partnerships etc. • Support partnership working across key sectors and promote links between key sector and business support activities and training programmes
	<p>Play an active role in support of regional strategic development</p>	<ul style="list-style-type: none"> • Ensure a co-ordinated response to consultation • Ensure a co-ordinated approach to lobbying • Promote WSEP as the key strategic interface with SWRDA, Regional Assembly, Government Office etc. • Ensure partnerships play a prominent role in representing the area at regional and national groups
	<p>Ensure delivery of the Wiltshire and Swindon strategy</p>	<ul style="list-style-type: none"> • Identify and present Wiltshire and Swindon's case • Lobby SWRDA and other relevant organisations • Maximise funding opportunities into Wiltshire and Swindon • Ensure organisations take ownership of the delivery of the strategy
	<p>Collate and disseminate information that impacts on and relates to the economy which is accessible to all communities</p>	<ul style="list-style-type: none"> • Support the future development and use of the Wiltshire and Swindon Intelligence Network and the Regional Observatory • Produce an Annual Economic Assessment • Ensure suitable research is undertaken as necessary to underpin future strategic action and project delivery

APPENDIX I: SWOT ANALYSIS FOR WILTSHIRE AND SWINDON

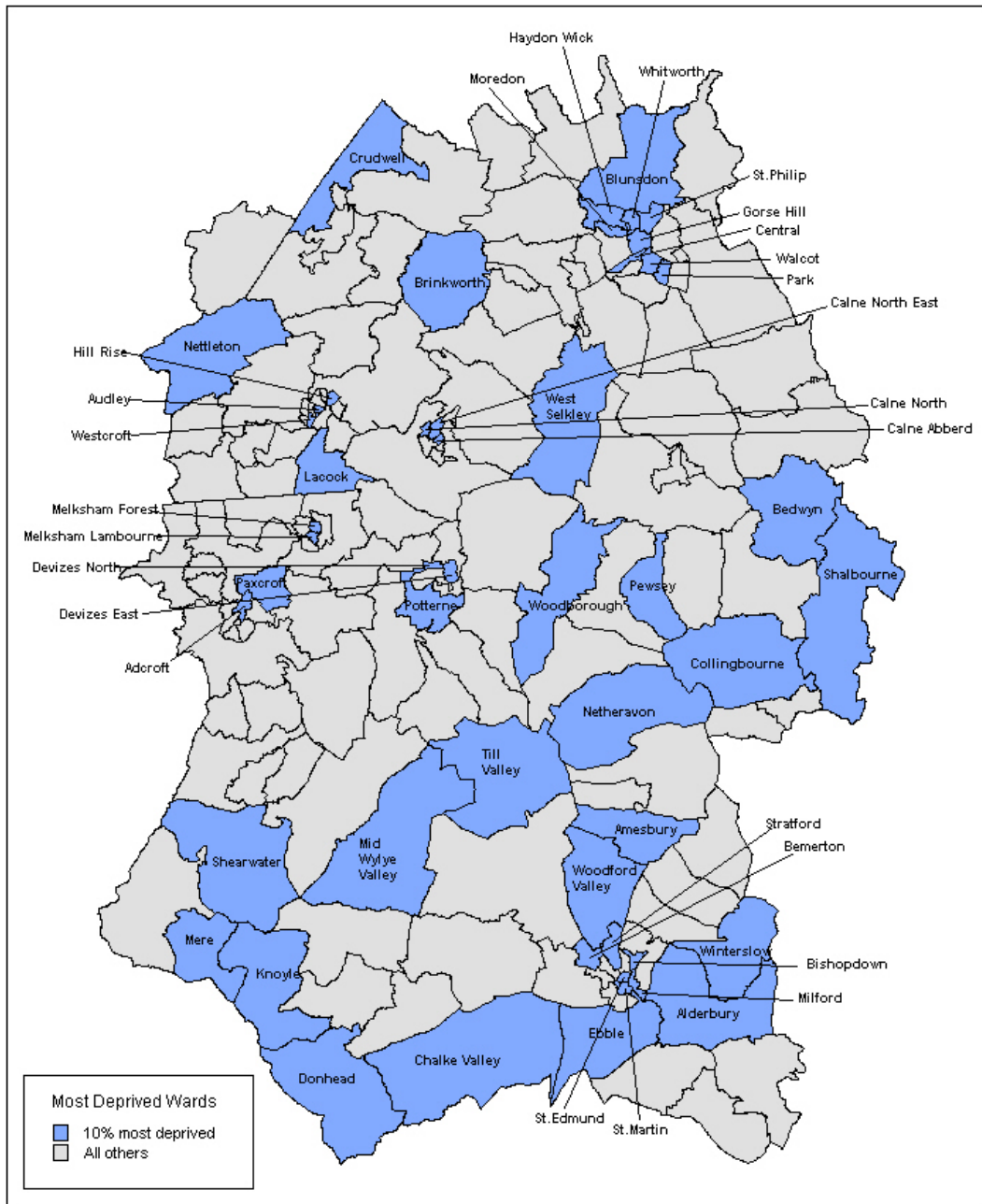
Strengths	Strengths	Weaknesses
Image and Geography	Proximity to SE and some shared characteristics with parts of SE Located in the more prosperous and accessible northern end of the South West Attractive and safe environment Some strong icons e.g. Stonehenge, Salisbury Cathedral, Avebury and the White Horses	Imprecise external image the further north in the UK – ‘where is Wiltshire?’ and, to some extent, ‘where is Swindon?’ Parts are geographically remote/inaccessible The quality of the environment in Swindon’s town centre does not reflect the town’s economic success. Centre of Wiltshire is the Plain – no central focus Statistics present Wiltshire as ‘average’
Economy	Above regional average GDP levels Wiltshire Above UK average GDP levels Swindon Growing population and in-migration of population of working age	Rural economy is especially vulnerable to crises Potential loss of skills and need for re-skilling in farming and also impact on stewardship of the environment Diverse profile, therefore different geographic priorities and poor economies of scale Social and healthcare provision does not keep pace with future local demographic structure
Business Infrastructure	Number of Corporate HQs located in Swindon High levels of business start-ups Good business survival rates in Wiltshire Large stock of flexible workspace in Swindon East-west mainline rail routes, M4 and relative proximity to Heathrow, Bristol, Bournemouth and Southampton airports and cross channel ferries Large Business Link with coverage of M4 corridor Independent Economic Development provider – GWE Strong Chambers in Swindon and Wessex	Lack of established University presence Pressure re supply of business premises/land vis-à-vis demand Lack of conference facilities – the area does not have a major business events focus Poor road capacity leads to long journey times relative to distance ICT infrastructure is patchy Internal rail infrastructure is poor e.g. links between Wiltshire and Swindon Access to Bristol airport is poor Declining business survival rates in Swindon
Workforce	High employment levels and economic activity rates Low unemployment and low long term unemployment rates Above average NVQ attainment at high levels Good supply of work-based learning provision The benefits derived from the Employer Training Pilot Two CoVEs established and operational	High cost of living vis-à-vis average earnings especially Wiltshire and lack of affordable housing issue Tight labour market and recruitment difficulties for people with right skills People cannot/will not travel far for lower paid jobs Need to address levels of out-commuting In-migration ‘lifestylers’ do not have the right skills, especially in the tourism industry Need to generate higher value and sustainable jobs
Skills and Learning	Well developed FE college framework Good school results especially in Wiltshire	High number of 16 year olds entering labour market without structured learning 78,000 people with poor numeracy and 79,000 with poor literacy skills Employers reluctant to invest in training especially for those with lower skills The school results in Swindon are below UK average
Deprivation	Much of the sub-region is relatively prosperous with low levels of deprivation	Some regionally significantly deprived wards in Swindon
Partnerships	Some well respected partnerships	Variable strength of Partnership working Partnerships can be driven by funding and not evidence based/strategy driven Little cross county collaboration

Wiltshire and Swindon Economic Strategy

Strengths	Opportunities	Threats
Image and Geography	To raise the profile of Wiltshire and Swindon nationally Development of sport, recreation and leisure to attract people and investment	Inappropriate development could damage environmental assets
Economy	Slowdown in the economy allows for a refocus of the way in which business operates e.g. concentrating on core competences, productivity, competitiveness and potentially greater exports Room to expand capacity of tourism sector by a further 40% Scope for further development of tourism industry Farm diversification could minimise shifts in agriculture Project Allenby MOD diversification could release highly skilled personnel Opportunity to capitalise on technology transfer through activities of Qinetiq, DDA, DSTL and CAMR Environmental technology could be an economic driver Changing RDA agenda and a dedicated RDA Area Team Increase in local purchasing and public procurement	Globalisation of industry leads to continued or higher levels of outward investment The economy cools but does not score on the RDA's etc. priority list Continued net disinvestments in the economy Telecoms industry – disinvestment continues medium-long term Longer term impact of in-migration leading to pressures on the health and public sector services as it ages Restructuring of MOD establishments will have a negative impact on local multipliers Stability of global economy in short-medium term leading to on-going recession EU enlargement further impacts on manufacturing employment and aspects of the service economy Future changing RDA agenda Area becomes too inward looking
Business Infrastructure	Business Infrastructure Wiltshire and Swindon Workspace strategy RDA Millennium Workspace initiative Strength of business services sector and intellectual based capital industry BT Smartplace programme – strengthens ICT infrastructure and champions the area University of Bath Oakfield Campus – increasing role of students in local economy and the potential for development of incubation units Development of the Porton Down Science Park Build on opportunities in the computing, media and creative industries activity SWARMMS study	The commercial property market does not deliver what is required and where it is required. Physical infrastructure cannot keep pace with business needs Apathy amongst business re networking Strength of neighbouring counties – WESP, Gloucestershire, Berkshire overshadows the image of Wiltshire and Swindon
Workforce	Phase 2 of the Employer Training Pilot Review of vocational training making them more attractive and responsive to employer needs	Marginalisation of sections of the population e.g. through house price increases Loss of manufacturing employment, decline of traditional employment and the loss of 'quality' and well paid jobs Stressed education and training system – unable to meet increasing demands for well educated and skilled and re-skilling agenda Loss of telecoms/ICT employment Marginalisation of 'remoter' parts of Wiltshire
Skills and Learning	Increasing the capacity of providers to deliver a range of quality workforce development Work with Higher Education to increase higher level training and development opportunities	High levels of non-learners amongst unskilled and semi-skilled workforce
Partnerships	Increasing emphasis on Partnership Working with strategic focus Partnerships do not have to be inclusive – work round similar priorities/tasks	Lack of Vision Insufficient private sector involvement

	Range of new initiatives e.g. Swindon Urban Regeneration Company/Vision for Future, LEADER +, RRP Increased multi-sector partnership working	Cannot deliver increased agenda Policy silos preclude win/win solutions
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APPENDIX II: DEPRIVED WARDS IN THE WORST 10% BY INDEX OF SOCIAL DEPRIVATION 2000



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APPENDIX II: DEPRIVED WARDS IN THE WORST 10% BY INDEX OF SOCIAL DEPRIVATION 2000 BY DOMAIN

Multiple	Access	Child Poverty	Skills & Training	Employment	Health Domain	Housing Domain	Income
North Wiltshire	Kennet	North Wiltshire	Kennet	Kennet	Kennet	North Wiltshire	Kennet
Calne Abberd	Bedwyn ¹	Calne North	Pewsey	Devizes North	Devizes East	Audley ¹	Devizes North
Calne North	Collingbourne ¹	Calne North East	Potterne ¹	North Wiltshire	North Wiltshire	Calne Abberd ¹	North Wiltshire
Westcoft ¹	Netheravon	Calne Abberd	Netheravon ¹	Westcroft	Calne Abberd	Calne North ¹	Calne Abberd ¹
Salisbury	Nettleton ¹	Hill Rise	North Wiltshire	Calne Abberd	Westcroft ¹	Salisbury	Calne North East
Bemerton	Shalbourn ¹	Westcroft	Lacock	Salisbury	Salisbury	Alderbury	Westcroft ¹
St. Martin	West Selkley ¹	Salisbury	Salisbury	Bishopdown	Bishopdown	Bemerton ¹	Salisbury
Stratford	Woodborough ¹	Bemerton	Bemerton	St Edmund	St Edmund	Ebble ¹	Bemerton ¹
West Wiltshire	North Wiltshire	St Martin	Mere	St Martin ¹	St Martin ¹	Milford ¹	St Martin
Adcroft	Brinkworth ¹	Stratford	Amesbury ¹	Stratford	Stratford	St Edmund ¹	Stratford
Paxcroft	Crudwell ¹	West Wiltshire	Swindon	West Wiltshire	West Wiltshire	St Martin ¹	West Wiltshire
Melksham Lambourne ¹	Salisbury	Adcroft	Central	Adcroft ¹	Adcroft ¹	Till Valley ¹	Adcroft
Melksham Forest	Chalke Valley ¹	Melksham Lambourne	Blunsdon	Melksham Lambourne	Melksham Forest	West Wiltshire	Melksham Forest
Swindon	Donhead ¹	Paxcroft	Gorse Hill ¹	Melksham Forest	Melksham Lambourne ¹	Melksham Forest ¹	Melksham Lambourne ¹
Central ¹	Knoyle ¹	Swindon	Haydon Wick	Paxcroft	Swindon	Swindon	Paxcroft
Gorse Hill	Woodford Valley ¹	Gorse Hill	Moredon ¹	Swindon	Central ¹	Central ¹	Swindon
Moredon	Winterslow ¹	Moredon	Park ¹	Central ¹	Gorse Hill	Gorse Hill ¹	Central
Park ¹	West Wiltshire	Park ¹	St Philips ¹	Gorse Hill	Moredon	Park ¹	Gorse Hill
Walcot	Mid Wylke Valley ¹	Walcot ¹	Western ¹	Park ¹	Park ¹	Walcot ¹	Park ¹
Whitworth ¹	Shearwater ¹	Whitworth ¹	Whitworth ¹	Walcot	Walcot	Whitworth ¹	Walcot ¹
				Whitworth ¹	Whitworth ¹		Whitworth ¹

There are 36 different wards listed in the above table

¹ Wiltshire and Swindon wards in the worst 10% of the South West by domain

**APPENDIX III: WILTSHIRE & SWINDON ECONOMIC PARTNERSHIP
ORGANISATIONS**

Business Link Berkshire & Wiltshire

Community First

Jobcentre Plus

Kennet District Council

Learning and Skills Council, Wiltshire and Swindon

Lifetime Careers Wiltshire

North Wiltshire District Council

Further and Higher Education

Salisbury District Council

South West TUC

South Wiltshire Economic Partnership

Swindon Borough Council

Swindon Chamber of Commerce

Swindon Strategic Partnership

Wessex Association of Chambers of Commerce

West Wiltshire District Council

West Wiltshire Economic Partnership

Wiltshire and Swindon Lifelong Learning Partnership

Wiltshire County Council

Observers:

Government Office South West

South West Regional Development Agency

APPENDIX IV: USEFUL CONTACTS

Organisation	Tel. Number	Website Address
County, District and Borough Councils		
Swindon Borough Council	01793 466419	www.swindon.gov.uk
Wiltshire County Council	01225 713000	www.wiltshire.gov.uk
Kennet District Council	01380 724911	www.kennet.gov.uk
North Wiltshire District Council	01249 706666	www.northwilts.gov.uk
Salisbury District Council	01722 336272	www.salisbury.gov.uk
West Wiltshire District Council	01225 776655	www.westwiltshire.gov.uk
Economic and Strategic Partnerships		
Wiltshire & Swindon Economic Partnership	01225 713280	www.wsep.org
Wiltshire Strategic Board	01225 713118	Not available
Swindon Strategic Partnership	01793 466301	Not available
Marlborough Area Development Trust	01380 734634	www.kennet.gov.uk
North Wiltshire Business Forum	01249 706540	www.northwilts.gov.uk
South Wiltshire Economic Partnership	01722 434689	www.southwiltshire.com
West Wiltshire Economic Partnership	01225 712332	www.wsep.org.uk
Rural Regeneration Partnership	01225 712318	www.ruralwiltshire.co.uk
Sustain the Plain	01380 722475 x 240	Not available
Wiltshire Market Towns Partnership	01225 713060	Not available
Other Business Support Organisations		
Business Link Berkshire & Wiltshire	0845 600 4141	www.blbw.co.uk
Learning & Skills Council Wiltshire & Swindon	01793 608055	www.trainingpays.com
Wessex Association of Chambers of Commerce	01225 355553	www.wessexchambers.org.uk
Marlborough and District Chamber of Commerce	01672 515655	Not available
Salisbury and District Chamber of Commerce and Industry	01722 322708	www.salisburychamber.org.uk
Swindon Chamber of Commerce and Industry	01793 642225	www.swindonchamber.co.uk
Wiltshire & Swindon Lifelong Learning Partnership	01793 611188	www.learninwiltshire.com
Great Western Enterprise Economic Development Division	01225 712314	www.greatwesternenterprise.co.uk
Community First	01225 722475	www.communityfirst.org.uk
Connexions	01249 448855	www.connexions.gov.uk
Job Centre Plus	01249 425843	www.jobcentreplus.gov.uk
Lifetime Careers	01225 716000	www.lifetime-careers.co.uk
Wiltshire College	01225 350035	www.wiltscoll.ac.uk
New College Swindon	01793 611470	www.newcollege.co.uk
Salisbury College	01722 344344	www.salisbury.ac.uk
Swindon College	01793 491591	www.swindon-college.ac.uk
University of Bath, Business Services Centre	01225 323555	www.bath.ac.uk
M4 Business Resource Centre	01793 328832	www.m4br.org.uk
Regional Organisations		
South West of England Regional Development Agency	01392 214747	www.southwestrda.org.uk
Government Office South West	0117 900 1700	www.gosw.gov.uk
South West Regional Assembly	01823 240101	www.southwest-ra.gov.uk