

Creating Networks, Boosting Business

Economy Legacy Strategy and Action Plan

1. Introduction

Following the announcement that the 2012 Olympic and Paralympic Games was coming to London, strategies, legacy action plans and programmes were developed and rolled out to ensure the UK maximised the opportunities the games offered. They were led by the London Organising Committee of the Olympic Games (LOCOG). One of the games objectives was to transform people's lives and revitalise communities.

2. Strategic context

A South West regional strategy was published in 2007 under the title 'Team South West'. The guiding principle was that strategic activity would be focussed around five strategic 'flames', namely:

- Business development
- Tourism and regional image
- Sporting opportunity
- Cultural celebration
- Community Engagement.

The vision of Team South West was to deliver:

'A lasting and discernable community legacy from the 2012 games'

Legacy is the product of what is left behind after the games are over. It is a mixture of intangible benefits such as the inspirational impact that the games had and the tangible benefits such as improved infrastructure, new partnerships and increased levels of participation in sport and physical activity and therefore improved health and well-being. These two elements had to be delivered in parallel to maximise the opportunities that the games offered. Only by taking a co-ordinated and holistic approach to delivery were the long term benefits of the London 2012 Games likely to be achieved.

Legacy in the South West means:

- a generation of people whose lives were changed by London 2012 Olympic Games
- a region that is genuinely inclusive and embracing of its diversity
- businesses that grow in productivity and competitiveness
- increased and sustainable levels of overseas visitors
- increased levels of spend in the visitor economy
- an increase in grass roots sports and recreational participation
- a new generation of elite athletes training and competing in the South West
- an increased number of active, well trained volunteers
- an increased number of sporting and cultural events of regional significance
- improved sporting and cultural facility provision.

3. The Wiltshire context

Wiltshire readily recognised the potential local legacy benefits such as increased participation in sports which has typically resulted from previous games. 2012 represented an opportunity for the county to take advantage of achieving wider reaching positive impacts. The county can encourage and support local people through volunteering and community empowerment as well as being inspired by both successful and aspiring participants from across the county. For Wiltshire the Olympic/Paralympic Games has been a catalytic opportunity to pull together its communities. This surely represents a true 2012/Olympic legacy for the county.

2012 – A year of celebration – a good investment.

Wiltshire Council supported its local communities to celebrate and embrace the spirit of this unique year.

2012 presented a unique opportunity to bring communities together, to showcase what makes them special and to reinvigorate the local economy. Wiltshire invested significantly in 2012 and provided a



staff resource to enable, manage and deliver the year's programme of events. The initial evaluation for the key events to celebrate the Queen's Diamond Jubilee and the Olympic Torch Relay highlights that approximately 225,000 spectators (equivalent to half the population of the county) lined the streets to see the Queen when she visited Salisbury City and to see the Olympic Torch as it visited fifteen towns in Wiltshire in May and July.

The value of the publicity resulting from these once in a lifetime events has been estimated at more than £4 million, with a circulation of 350 million people seeing or hearing about Wiltshire and what it has to offer.

The economic impact was substantial and at the point of writing this strategy has still to be calculated but the additional spend in the county on the five event days was over £1 million and that does not include the accommodation bookings in the Salisbury area and the ongoing visitor interest.

The impact of 2012 represented a seven-fold return on the council's total investment of £290,000 and the cost per head of the population seeing and participating in the key events for the Jubilee and the Torch is approximately £1.28 per person.

This return does not include the lasting legacy and memories that will stay with many of the people including thousands of school children who participated at these events. 2012 will last for many years to come.

To ensure that Wiltshire maximises this opportunity, it is vital that we develop our own legacy framework to enable us to co-ordinate these inspirational health, sporting and physical activity programmes and initiatives at a county level and deliver a long lasting legacy.

The key tasks will be to identify and focus on those activities which have the greatest impact. There are interested stakeholders in all sections of the community including:

- The wider business community
- All council services
- Sport and leisure sector
- Central government
- Schools
- Further Education (FE) and Higher Education (HE) Colleges

Given this range, an approach is required which involves and engages all local, regional and national stakeholders. This is crucial to ensure that the 2012 Economy Legacy Strategy is appropriate, proportionate and fit for purpose.



Aims and objectives of the legacy strategy

The aim of this strategy is to add value to existing activity by using the 2012 Celebrations/Olympic Games as a brand; as well as building on the enthusiasm of local communities, businesses and other organisations generated during 2012, to develop new ideas, and create opportunities that would otherwise have not happened.

The Economy strand of the Legacy for Wiltshire will not arrive on its own, but will need to be worked at across the council and with many organisations which are in a position to make a difference. It needs to be linked in, to support existing economy and regeneration strategies and plans and not stand in isolation.

The Aim of the Strategy is:

- To ensure that the success and momentum created during business events in 2012 is maintained and built upon

The objectives are:

- To assist businesses in making connections and creating networks of businesses
- To improve the local economy through education relating to specific business types, such as importing and exporting
- To develop a strong brand to ensure that local businesses feel that legacy events really offer the opportunity to increase business
- To enhance employment prospects for the people of Wiltshire- particularly the younger generation
- To identify opportunities to build Wiltshire's image as a great place to do business

Strategic direction

The Strategy Action Plan has been structured into thematic areas to ensure clarity as we move forwards. They are:

- **Creating Networks:** By hosting networking events, businesses will be able to network and make connections they otherwise would not have
- **Business Education:** Educating businesses to learn about and consider different ways of doing business
- **Brand Development:** building a reputation for Wiltshire's as a great place to do business

- **Improving Employment Prospects :** Improving the employment and career prospects for the people of Wiltshire

The actions contained within each thematic area will be aligned with key strategic aims of the Economy and Regeneration Team. Examples include assisting with the Apprenticeship Campaign, and improving education over importing and exporting. In some cases planned events overlap areas and are therefore included in more than one area.

Creating appropriate communication, action and co-ordination networks will be critical to aligning resources and establishing effective delivery within Wiltshire. The Economy Sub-Group will pull all relevant information and partners together to maximising the opportunities, to deliver a lasting legacy.

Involvement and engagement mechanisms



The Economy Sub-Group will review the effectiveness of this strategy and action plan on an annual basis, and will monitor and review any actions, ensuring that the plan evolves on the basis of progress, achievement and emerging opportunity. The Sub-Group will report on a monthly basis to the Legacy Delivery Group, which in turn will report to the Legacy Steering Group and the Legacy Board.

1. Creating Networks				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
<p>1.1 Business Breakfasts To host a programme of business breakfast meetings, in order to bring together businesses in an informal setting to build relationships with a view to further business opportunities</p>	Wiltshire Council	2013 – 15/ Business Breakfasts to be hosted quarterly	Wessex Association of Chambers of Commerce, Salisbury Chamber of Commerce, Salisbury City Centre Management (CCM), FSB, Salisbury City Council	Self-financing/ Sponsorship
<p>1.2 Wiltshire Business Expo Pilot free business networking event in 2013- intention to make this an annual event</p>	Wiltshire Council	June 2013 and ongoing	Wessex Association of Chambers of Commerce, Salisbury Chamber of Commerce, Salisbury City Centre Management (CCM), FSB	Wiltshire Council/Other funders TBC
<p>1.3 Salisbury Big Business Event Co-host Salisbury Big Business Event- A networking event at Salisbury Guildhall where exhibitors will exclusively be business support services or similar. Also taking place will be business seminars hosted by local and national business figureheads</p>	Salisbury City Council/Wiltshire Council	April 2013 and annually	SCC, Salisbury Chamber of Commerce, Wessex Association of Chambers of Commerce, Salisbury CCM, FSB	Salisbury City Council, Wiltshire Council
<p>1.4 Wealth of Wiltshire Events The “Wealth of Wiltshire” database is a group of micro-businesses that has been created and built upon during the events of 2012. Spring, Summer,</p>	Wiltshire Council	Quarterly/KPI is through trader’s feedback forms collected at each		Self-financing

1. Creating Networks				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
Autumn and Christmas Fairs throughout the county on an approximately quarterly basis give these companies a great opportunity to trade outside of their usual markets.		event		

2. Business Education				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
2.1 Wiltshire Business Expo Business Seminars to be held throughout the day from business leaders. Including specific sessions based on importing and exporting	Wiltshire Council	2013 on ongoing/ KPI tbc	Wessex Association of Chambers of Commerce, Salisbury Chamber of Commerce, Salisbury City Centre Management (CCM), FSB	Wiltshire Council/Other funders TBC
2.2 Living and Working in Wiltshire Event Business event aimed at improving the employment prospects of service men and women in Wiltshire. The event will be aimed at encouraging businesses to employ former service men and women by highlighting the likely skills and personality traits they would have	Wiltshire Council	June 2013	Employers, Chambers of commerce, Military partners, FSB.	Wiltshire Council

2. Business Education				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
acquired whilst in service.				

3. Improving Employment Prospects				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
<p>3.1 Apprenticeship Campaign</p> <p>Support the Wiltshire Council Economy and Regeneration team in promoting the use of Apprenticeships in recruitment for businesses within Wiltshire</p> <p>3.1.1 Host "Have-a-go Skills" events</p> <p>Events scheduled to take place each year during apprenticeship week</p> <p>3.1.2 Communicate Successes of Apprenticeship Campaign</p> <p>Annual apprenticeship campaign well on course to hit target of 1000 new apprenticeships in a year- communicate these successes using case studies etc in order to encourage other businesses to consider apprentices when recruiting</p>	Wiltshire Council	2013 and ongoing	National Apprenticeship Service (NAS)	Wiltshire Council/National Apprenticeship Service/World Skills UK
3.2 Living and Working in Wiltshire Event	Wiltshire	June 2013	Employers, Chambers of	Wiltshire Council,

3. Improving Employment Prospects				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
As in action 2.2 This is a business event aimed at improving the employment prospects of service men and women in Wiltshire. As well as the event concentrating encouraging businesses to employ former service men and women, the event is also aimed at advising partners of service men and women in securing employment	Council		commerce, Military partners, FSB.	Other funders TBC

4. Brand Development and Communications				
Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
4.1 Communicate Successes Use all successes to highlight the work achieved through the Legacy for Wiltshire Economy sub-group throughout the period of activity	Wiltshire Council	Ongoing	Media/All other partners	Wiltshire Council
4.2 Ensure Recognition of “Legacy for Wiltshire” Design and Create branding and marketing materials to be displayed	Wiltshire Council	By February 2013		Wiltshire Council

4. Brand Development and Communications

Action	Lead	Timescale / KPI's	Partner(s) / Strategic Links	Funding
at all Legacy Events to create recognition and build the Legacy for Wiltshire brand				
4.3 Wrap-up Events Ensure that once a successful campaign is completed, a wrap up event is completed, where appropriate. Invite press and partners to celebrate successes	Wiltshire Council	Ongoing	Media, Wessex Association of Chambers of Commerce, Salisbury Chamber of Commerce, Salisbury City Centre Management (CCM), FSB, NAS	Wiltshire Council