

**Economic Development & Enterprise**

Headline Outcome	Sub - Outcome	Owner - Lead	Activities	Partner/Resources	LAA Indicator or output
1 A network of vibrant strategically significant centres and other market towns meeting the needs of residents and enterprises including the rural hinterland	1.1 Better understanding of the sustainable development and enterprise needs of Wiltshire SSC&T and other market towns	District Councils	<ul style="list-style-type: none"> <li>Produce a common template and mechanism which enables town development profiles to be captured in a single document</li> <li>Support the Trowbridge and Salisbury visioning exercises</li> <li>Produce plans for transport, retail, employment land and housing growth for Chippenham.</li> <li>Town development profiles developed for 16 market towns setting out action plans for delivering the sustainable development and enterprise needs of each town. These plans will draw on the District Local Development Framework plans and draw in the local community area plans, the workspace strategy, and the Wiltshire Market Town Partnership work undertaken to date. The town development profiles will also look include local transport issues.</li> <li>Undertake a detailed impact assessment and development plan for Tidworth within the context of the proposed Super Garrison</li> </ul>	WSEP partners, WCC, Community First, WFCAP Staff time as resource. WCC in kind support through Economic Intelligence Unit £10k WCC in kind support through ER&R and community planning £10k District Council in kind support staff time – total £40k	No. of common templates agreed No. of town development plans produced No. of plans for Chippenham
2 More competitive business base					

**Target**

**Baseline**

Visioning work for Trowbridge and Salisbury completed  
Community Plans have been developed for 12 community areas.

**Targets**

**2007/08**

1 Common template developed and agreed  
3 town development profiles completed  
1 impact assessment for Tidworth completed.

**2008/09**

6 town development profiles completed  
1 development plan for Tidworth completed

**2009/10**

6 town development profiles complete  
4 plans for Chippenham completed

<p>2.1 <b>Support the development of a culture of innovation across business sectors</b></p>	<p>WSEP Innovation Group</p> <ul style="list-style-type: none"> <li>Review Innovation Strategy and Delivery Plan</li> <li>The delivery plan will look to identify the needs of the new economy.</li> <li>Funding application for a multi-year business support programme developed, this will be made under the EU Competitiveness and Innovation Framework Programme (2007-2013) due to be launched in 2007, subject to eligibility criteria.</li> </ul>	<p>WSEP Innovation Group          £Staff time          £ to be advised following the production of the delivery plan</p>	<p>No of strategies developed          No of delivery plans developed</p>
<p>2.2 <b>Wiltshire businesses able to operate and be competitive in the electronic marketplace</b></p>	<p>E-Wiltshire</p> <p>Delivery of the SmartBusiness project which aims to:</p> <ul style="list-style-type: none"> <li>Increase the use and application of e-technologies across Wiltshire and Swindon businesses through seminars, intensive business support and technology vouchers;</li> <li>Support and promote the new public sector procurement systems delivered by the Wiltshire procurement Federation.</li> <li>Promote the new destination management system and support tourism businesses in its use</li> </ul> <p>Development of Buy Wiltshire website as a mechanism for accessing new public sector procurement systems and conducting business electronically</p>	<p>WCC, GWE &amp; W&amp;S DMP          £184,865 – cash &amp; in kind.          No resources currently identified to take this work forward. Resources to be identified following completion of scoping/feasibility study</p>	<p>No. of businesses embracing innovation          No. of businesses trading electronically through the Buy Wiltshire website</p>

<p><b>Baseline</b> Wiltshire and Swindon Innovation Survey completed by end March 07</p> <p><b>Targets</b> <b>2007/08</b> 1 Innovation Strategy completed</p> <p><b>2008/09</b> 1 delivery plan completed 1 funding application EU framework</p> <p><b>2009/10</b> To be advised</p>
<p><b>Baseline</b> Smartplace Programme set in place broadband infrastructure across Wiltshire. BuyWiltshire website established and promoting opportunities to do business locally and with local authorities.</p> <p><b>Targets</b> <b>2007/08</b> 400 businesses embracing innovation through participating in SmartBusiness Project. £38,400 technology vouchers disbursed in Wiltshire. £38,400 private sector investment levered 1 BuyWiltshire website scoping/feasibility study completed.</p> <p><b>2008/09</b> Phase 1 development of BuyWiltshire website completed ( data pending scoping/feasibility study)</p> <p><b>2009/10</b> Phase 2 development of BuyWiltshire website completed (data pending scoping / feasibility study)</p>

<p>WSEP Investment Group</p> <p>2.3 An effective Investment Service for Wiltshire</p>	<ul style="list-style-type: none"> <li>Establish a Wiltshire Investment Service –agree infrastructure, roles and responsibilities and mechanisms for client management.</li> <li>Develop a Wiltshire Investment Strategy and Delivery Plan which will include the skills of the workforce</li> </ul>	<p>Partners: WCC, KDC, WWDC, NWDC, SDC, LSC</p> <p>Resources: Officer time from LAs (up to 2 full-time posts by end of year 1)</p>	<p>Number of Investment Services established</p> <p>Number of Investment Strategies developed</p> <p>Number of Delivery Plans developed</p>
<p>WCC/ Tetricus</p> <p>2.4 Support the development of business clusters and centres of excellence</p>	<ul style="list-style-type: none"> <li>Explore the feasibility of a rural resource centre at Lackham.</li> <li>Development of a rural resource centre commences given the results of the feasibility study support this.</li> <li>Feasibility study for the Science Park at Porton Down.</li> </ul>	<p>Wiltshire College Lackham, SWRDA, WCC, BL, CLBI Group, Tetricus, NWDC, SDC, HEI partners.</p> <p><b>Rural Resource Centre</b> Feasibility study up to £30,000 WCC *RDA TBC £1.5m capital + £300,000 revenue p.a. estimated</p> <p><b>Science Park - TBC</b></p>	<p>No of feasibility studies completed.</p> <p>Development of a rural resource centre commences</p>

<p><b>Baseline</b> 4 employment land audits. Evolutive database</p> <p><b>Targets</b></p> <p><b>2007/08</b> 1 Investment Service established –with infrastructure, roles and responsibilities and client management mechanisms defined and agreed</p> <p><b>2008/09</b> 1 Investment Strategy developed and agreed 1 Investment Strategy Delivery Plan developed and agreed</p> <p><b>2009/10</b> To be advised in annual refresh, subject to Strategy</p>
<p><b>Baseline</b> Partners have been exploring the development of a Science Park at Porton Down. Work of the Countryside and Land Based Issues Group has highlighted the potential for a rural resource centre at Lackham.</p> <p><b>Targets</b></p> <p><b>2007/08</b> 1 feasibility study on Rural Resource completed</p> <p><b>2008/09</b> 1 feasibility study for the Science Park completed. Funding for rural resource centre brokered.</p> <p><b>2009/10</b> Development of rural resource centre commences Funding for Science Park brokered.</p>

2.5 **More robust and competitive businesses within the food and farming sector**

Countryside & Land Based Issues Group	<ul style="list-style-type: none"> <li>• Research the potential economic impact of undertaking a more localised approach to food and farming in Wiltshire including feasibility study on rural enterprise centre and new business incubation</li> <li>• Establish a single point of contact food sector information service</li> <li>• Establish a Food sector co-ordination service providing a focal point for developing new business</li> <li>• Provide mentoring support to the sector</li> <li>• Promote awareness and consumption of local food connecting to activities promoting healthy eating, food and nutrition</li> <li>• Identify and develop local food supply chains including local food distribution infrastructure</li> <li>• Produce a strategy linking Local Food &amp; Tourism</li> <li>• Identify opportunities to link food and farming sector to public procurement and improve monitoring and recording of procurement expenditure</li> <li>• Establish local food sector networking, sharing of best practice, collaborative working and improve development of local policy</li> <li>• Provide business support and advice for critical at risk shops in rural areas</li> </ul>	WCC, Business Link, Taste of the West, SW Regional Enterprise Gateway, Wiltshire College Lackham and SWELBEC, Wiltshire College Lackham, Wessex Chamber of Commerce, Healthy Eating Alliance, English Food and Farming Partnerships, Wiltshire and Swindon Destination Management Organisation, District Councils, Taste of the West, South West Food and Drink, Community First <b>Resource:</b> WCC - £15,000? plus in kind support through staff time Rural Renaissance - £100k Rural Development Programme – TBC Staff time and in kind support from partners	Increase in the % of food products used within the public sector that are locally produced and supplied Establishment of new sector networks Increase in the number of people wanting to buy locally sourced produce by 2%. CAP Impact research report published Enterprise Centre Feasibility study published <b>GOSW to supply additional indicators to be included</b>
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**Baseline**

In Wiltshire there are around 6,500 people employed in farming and a further 6,500 in food production, processing and manufacturing. In addition there are 24,000 employed in varying capacities within the food retail and catering industry – (including tourism, leisure and service sectors).

Consumer expenditure on Food and Drink in Wiltshire is estimated at £1bn per annum

49% of people want to buy local produce

An agreed 5 year strategy and delivery plan for developing farming and food sector in Wiltshire

WCC spends £197m on procurement in the SW of which £92.6m is spent in Wiltshire.

Sector specific expenditure data is not currently available

**Targets****2007/08**

Increase in 1% of people wanting to buy locally sourced produce

Establish current baseline position of % of food products used within the public sector that are locally produced and supplied

Publish report on impact of CAP on Wiltshire

Establish local food network

Produce Enterprise Centre feasibility study

**2008/09**

Increase in 1% of people wanting to buy locally sourced produce

Establish a Food and Drink information centre

15 Mentor placements established

Establish Food sector business co-ordination service

Produce assessment of annual expenditure on local food procurement by the public sector in Wiltshire

**2009/10**

Increase in 1% of people wanting to buy locally sourced produce

xx sqm of dedicated workspace developed for sector

2 Technology and Skills Transfer Partnerships established



<p>2.6 <b>More competitive tourism businesses balancing the environment, communities, industry and visitor satisfaction while realising long term economic and social benefit for Wiltshire</b></p>	<p>W&amp;S DMP Board</p> <ul style="list-style-type: none"> <li>• Co-ordination of training programme for the industry through the Regional Tourism Skills Network Co-ordinator for Wiltshire. This will include workshops and 1 to 1 sessions for the trade on the new Destination Management System (DMS), marketing training</li> <li>• Development of a tourism guide for the sub-region</li> <li>• Development of new products (trails etc)</li> <li>• Implementation of Destination Branding Strategy</li> <li>• Implementation of marketing plan for the DMP</li> </ul>	<p>North Wiltshire District Council; West Wiltshire District Council; Kennet District Council; Salisbury District Council; Swindon Borough Council; National Trust; Business Link; 6 private sector tourism businesses; South West Tourism and South West Regional Development Agency. WCC are providing 2 members of staff for the secretariat role for the W&amp;S DMP. The following projections for WCC are based on the budget for 2006/07 which may change in 2007/08. £231,082 cash and in-kind secured for delivery to March 2008</p>	<p>No of businesses receiving business support No. of new tourism products developed No. new tourism guides developed No. of TIC drop-in clinics No. TIC officers trained Currently exploring potential to include GVA as an indicator. TBC</p>
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**Baseline**

Research for preparation of Audit and Destination Management Plan by end March 2007.

Bids for match funding to Rural Renaissance, South West Tourism and RDA Business Animation programme.

Consultation on and preparation of a Destination Branding Strategy for Wiltshire & Swindon for implementation in April 2007.

Specification and installation of new Destination Management System.

Design and development of W&S DMP website.

Development of a skills and training programme.

**Targets****2007/08**

1 tourism guide for the sub-region

2 new products (trails etc)

40 businesses receiving advice (marketing course attendees).

Development and marketing of one new guide for the DMP in 2007 for the 2008 season.

Hold training sessions on tourism marketing for small businesses

Note

Other targets TBC following completion of Audit, Destination Management Plan and the Branding Strategy and DMS system in place.

**2008/09**

To be advised

**2009/10**

To be advised

<p>2.7</p> <p><b>Greater entrepreneurial activity in the social economy</b></p>	<p>WSEP Social Enterprise Group</p>	<ul style="list-style-type: none"> <li>• Make the public, private and third sector aware of the benefits of and opportunities for doing business with social enterprises</li> <li>• Proactively stimulate the development of social enterprise activity in growth sectors, and where there is unmet market demand and community needs</li> <li>• Establish a mentoring scheme for social enterprises</li> <li>• Increase access to tools for social enterprises to self-evaluate their environmental, economic and social impact</li> <li>• Provide training and communicate best practice guides to social enterprises on doing business with the public and private sector</li> <li>• Employ social enterprise advisors to provide direct support to embryonic, emerging and established social enterprises</li> </ul>	<p>WCC, Business Link, SWRDA, Co-operative Futures, The Learning Curve, Community First, RISE</p> <p>Resources: None identified as yet.</p> <p>Meeting of funding partners to be held in November to clarify resources</p>	<ul style="list-style-type: none"> <li>• Number of social enterprise advisor posts funded in Wiltshire</li> <li>• Number of social enterprises doing business with private sector businesses / local authorities in Wiltshire</li> <li>• Number of social enterprises in Wiltshire known to be operating within the Health &amp; Social Care sector, the Environment Sector and the Transport sector</li> <li>• Number of social enterprise mentors within Wiltshire</li> <li>• Number of social enterprise mentoring / networking schemes in place in Wiltshire</li> <li>• Number of social enterprises trained on / aware of social enterprise impact assessment tools</li> </ul>
<p>2.8</p> <p><b>Provide a greater range of Higher Education opportunities to meet employer needs</b></p>	<p>LSC</p>	<ul style="list-style-type: none"> <li>• Undertake a feasibility study for higher education provision within Wiltshire linked to developing employer needs.</li> <li>• Develop a Wiltshire Higher Education Plan</li> </ul>	<p>LSC, Colleges, Providers, HE partners, HEFCE, Chambers, FSB Business Link</p> <p>£ LSC/staff time</p>	<p>Appropriate Higher Education provision which meets employer needs</p>

<p><b>Baseline</b> WSEP Social Enterprise Strategy October 2006</p> <p><b>Targets</b></p> <p><b>2007/08</b> 1 detailed Social Enterprise Strategy Delivery Plan developed Impact assessment tools detailed on 5 support organisations websites 1 Funding proposal developed for social enterprise advisor posts in Wiltshire</p> <p><b>Target 2008/09</b> 4 training sessions and 4 seminars / events held on doing business with the public and private sector</p> <p><b>Target 2009/10</b> 4 seminars and 4 training sessions held on the development of social enterprise activity in the: - Health &amp; social care sector - Environment sector - Transport sector 4 mentors trained and 1 to 1 mentoring and networking mechanisms established 4 seminars and training sessions held on different impact assessment tools available to social enterprises</p>
<p><b>Baseline</b> None – to be established</p> <p><b>2007/08</b> 1 feasibility study</p> <p><b>2008/09</b> Higher Education Plan completed.</p> <p><b>2009/10</b> To be advised</p>

3	A current and potential workforce that is equipped to meet the needs of local employers	2.9	<p><b>Business leaders with the knowledge and skills to maximise their business operations</b></p>	LSC/BL	<ul style="list-style-type: none"> <li>Review current level of activity in Wiltshire and produce an evaluation report . Information taken from regional Leadership &amp; Management project</li> <li>Agree targeted approach</li> <li>Train to Gain Service to highlight need and engage employers</li> <li>Evaluate take-up</li> </ul>	<p>LSC, Business Link, Chambers, FSB, providers e.g. Exeter University</p> <p>£ will be within existing provision. Employers are prepared to fund this level of training</p>	<p>None Greater take up of L&amp;M training by employers in Wiltshire, particularly focusing on SMEs and Third Sector Organisations.</p> <p>More managers qualified to level 3 and above</p>
		3.1	<p><b>To improve the basic skills levels of adult learners, specifically those workers within public sector organisations</b></p>	LSC	<ul style="list-style-type: none"> <li>Work with HR in individual organisations to recruit learners</li> <li>Plan programme of training with preferred provider</li> <li>Programme delivered</li> <li>Monitored through Basic Skills Strategic Forum and WiSBEx</li> <li>Develop a continuation project</li> </ul>	<p>Public Sector Employers in Wiltshire, specifically those members of WiSBEx, LSC, Colleges, other providers.</p> <p><b>Resources:</b> DCLG , LSC &amp; ESF £175,00</p>	<p>Increase the number of employees within public sector organisations who have basic skills qualifications</p>

**Baseline**  
To be advised – use of Regional Leadership and Management project report for Wiltshire.  
46.3% of the working age population in Wiltshire are qualified to a level 3.

**Target**  
**2007/08**  
1 evaluation report of delivery in Wiltshire produced  
1 Wiltshire delivery plan agreed  
Target on % managers to be advised following evaluation report.

**2008/09**  
To be advised

**2009/10**  
To be advised

**Baseline**  
190 employees from public sector organisations in Wiltshire – baseline used was for ETP

**Target 2007/08**  
500 Wiltshire public sector employees achieving adult Basic Skills qualifications recognised as contributing to the 'Skills for Life' PSA target, of which:

- 150 at Entry level 3 (30%)
- 100 at Level 1 (20%)
- 250 at Level 2 (50%)

**Target 2008/09**  
To be advised

**Target 2009/10**  
To be advised

3.2 To develop a local workforce with the right skills base for the economy

LSC

<ul style="list-style-type: none"> <li>• Agree target areas (from list below)*</li> <li>• Review current activity at L2 and SfL in these areas to set the baseline</li> <li>• Delivery of Level 2 /SfL training</li> <li>• Learners gain qualifications</li> <li>• Progression Framework developed</li> <li>* <b>Kennet District Council</b> Devizes East &amp; North Pewsey Tidworth</li> <li>* <b>North Wiltshire</b> Calne Abberd Pickwick (Corsham)</li> <li>* <b>South Wilts</b> Bemerton St Edmund &amp; Milford St Martin &amp; Milford</li> <li>* <b>West Wilts</b> Melksham North &amp; Melksham Spa Trowbridge Adcroft Trowbridge Drynham Westbury Ham</li> </ul>	<p>LSC, Training Providers both FE and ACL in Wiltshire, WCC, WSEP, Learning Curve, Voluntary Groups active in deprived communities. Funding within existing budgets: LSC - Adult Funding, ACL and NLDC funding JC+ - ALO</p> <p><b>£ TBC</b></p>	<p>Increase the number of working age adults who have a SfL qualification and/or a NVQ level 2 or equivalent particularly in deprived wards/rural communities in Wiltshire</p>
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<p><b>Baseline</b> Currently investigating suitable data available at ward level.</p> <p><b>Target 2007/08</b> Work in progress, but recommended to be 5% increase on baseline.</p> <p><b>Target 2008/09</b> Work in progress</p> <p><b>Target 2009/10</b> Work in progress</p>
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<p>JC +</p> <p>3.3</p> <p><b>Increase the number and range of skilled workers available to local employers by supporting the economically inactive and under-represented groups to join the workforce</b></p>	<p>• Increase the Employment Rate by reducing the overall claim rate percentage following in target wards</p> <p><b>Kennet District Council</b>  Dezives East &amp; Dezives North  Pewsey</p> <p><b>North Wiltshire</b>  Calne Abberd  Pickwick (Corsham)</p> <p><b>South Wilts</b>  Bemerton  St Edmund &amp; Milford  St Martin &amp; Milford</p> <p><b>West Wilts</b>  Melksham North &amp; Melksham Spa  Trowbridge Adcroft  Trowbridge Drynham  Westbury Ham</p> <p>• Feasibility work undertaken into Wiltshire-wide support for disadvantaged groups, such as those with learning disabilities, returning to work - <b>TBC</b></p>	<p>LSC – Core Funded Level 2 Provision</p> <p>LSC – enhanced contracts for Next Step to deliver skills Coaching</p> <p>Increased number of Jobcentre Plus Personal Adviser interventions</p> <p>Jobcentre Plus funded learning related expenses – Equipment, books, Travel and Childcare etc</p> <p>Jobcentre Plus Marketing and staff resource for each engagement event</p> <p>Third Age Network</p> <p>Working for Opportunities</p> <p>Chamber of Commerce</p> <p>Drawing on mainstream funding, no additional resource available</p>	<p>Reduction in Overall Claims Rates in target wards resulting in an increase in Employment Rate</p>
<p>WCC</p> <p>3.4</p> <p><b>Transnational workers fulfilling their economic potential through entering the labour market at the appropriate level to their qualifications</b></p>	<p>Undertake a research study that will provide a baseline of information regarding transnational workers in Wiltshire:</p> <ul style="list-style-type: none"> <li>• Scale and nature</li> <li>• Location</li> <li>• Characteristics (including current supply of transnational workers' education &amp; skills levels)</li> <li>• Identification of education/skills demanded by the Wiltshire economy, now and in the future.</li> <li>• Identification of barriers to labour market movement for transnational workers (e.g. language, accreditation of qualifications)</li> <li>• Recommendations for actions</li> </ul>	<p>LSC  Jobcentre Plus  WCC</p> <p><b>£ to be confirmed</b></p>	<p>No of research reports</p>

<p><b>Baseline?</b></p> <p><b>Target 2007/08</b> Increase the Employment rate in target wards by X% by reducing the Overall Claims rate by X%</p> <p>Bid to EU funds to support disadvantaged groups returning to work - TBC</p> <p><b>Target 2008/09</b> Increase the Employment rate in target wards by X% by reducing the Overall Claims rate by X%</p> <p><b>Target 2009/10</b> Increase the Employment rate in target wards by X% by reducing the Overall Claims rate by X%</p> <p>% rates are work in progress, to be advised</p> <p>Could consider for performance reward grants as part of refresh in the last year</p>
<p><b>Baseline</b> No overall understanding of the Wiltshire perspective.</p> <p><b>Target 2007/08</b> Waiting for Romania and Bulgaria to accede. Work to take place 2008/09</p> <p><b>Target 2008/09</b> 1 research report</p> <p><b>Target 2009/10</b> To be advised</p>

**4 A Wiltshire Business Community that is effectively engaged**

<p>WCC</p> <p><b>4.1 Effective engagement of businesses and business needs effectively represented at a strategic level.</b></p>	<ul style="list-style-type: none"> <li>• Establish a new Wiltshire Strategic Economic Partnership with a Board and Executive Group with greater business representation</li> <li>• Deliver annual Business Conference lined to the Economic Assessment and key policy developments</li> <li>• Create a business forum to engage larger companies and business/sector representative organisations</li> <li>• Establish Local Economic Partnerships or similar mechanisms in districts where there is business and local authority support</li> </ul>	<p>Private sector, Local Authorities, SWRDA, Business Link, LSC, GOSW, WACC, FBS, Local Economic Partnerships. Local Authorities £50K per annum TBC SWRDA up to £50K per annum</p>	<p>No. private sector board members and representative organisations No. conferences No. forums established No. local economic partnerships established</p>
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**Baseline**

Wiltshire and Swindon Economic Partnership disbanded Mar 07

Target 2007/08

1 Strategic Economic Partnership established

1 conference held

4 private sector businesses/business representation organisation as Board Members

1 Forum established, 1 meeting

1 local economic partnership established

Target 2008/09

1 conference held

2 Forum meetings

6 private sector businesses/business representation organisation as Board Members

Target 2009/10

No targets related to this piece of work as Partnership will be fully established