

Job Creation and Economic Development

1. Introduction

1.1. Wiltshire Council is delivering Job Creation and Economic Growth in the county through the Economy and Regeneration Service. Dependence on public sector employment, low value economic activity and an outward facing economy with a high level of out commuting are key issues for Wiltshire. By developing business infrastructure, tackling the inequality between how much people earn and local residential costs, and helping local businesses to create sustainable jobs we will also contribute to the creation of sustainable and resilient communities.

1.2. The work undertaken by Economy and Regeneration in job creation and economic development is split into three broad programmes. These are illustrated in figure 1 but are effectively split between actions to:

- **Economic Growth:** Support and encourage the development, expansion and investment of business and enterprise throughout Wiltshire
- **Employment Support:** Address the hardening of unemployment, re-skilling a new workforce for Wiltshire, maximising opportunities for self employment and establishing a new business support model
- **Local Regeneration:** Deliver effective local regeneration through site specific regeneration and masterplanning, partnership working and via a range of targeted initiatives at the local level



Figure 1: Job Creation and Economic Development Strategy

- 1.3. The Economic Growth Programme will contribute to the goal of **providing high quality, low cost and customer focussed services** to support inward investment, access government funding programmes, support entrepreneurship through enterprise centres, and support local business both large and small. The Employment Support Programme provides the key building blocks enabling the achievement of the corporate targets of **6,000 new jobs to be created and a further 8,000 jobs safeguarded** by 2015 through a combination of work experience and apprenticeship projects, training and skills development, and employment networks. Both of these targets are supported by the Local Regeneration Programme which **works with our partners to support Wiltshire's communities**, delivering specific local needs on a project by project basis alongside public and private sector stakeholders making effective use of public land and resources while providing supplementary planning guidance.
- 1.4. To provide some context, the scope of each of the programmes delivering the Job Creation and Economic Development Strategy are outlined in figure 2.

Economic Growth	Employment Support	Local Regeneration
<ul style="list-style-type: none"> • Investment Service • Regional Growth Fund/Growing Places Fund • Enterprise Centres (WIE, RGN) • Business Support Service • Social Enterprise • Buy Wiltshire • Green Deal • Visit Wiltshire • Wiltshire 100 • Business Development and Innovation • SME loans • Economic Strategy 	<ul style="list-style-type: none"> • Apprenticeships • Basic Skills • Flexible Support Fund • IMPRESS • Employability and informal skills • Achieve Project • Wiltshire Works 	<ul style="list-style-type: none"> • Churchfields, Salisbury • Maltings , Salisbury • Castledown Phase 2 • Market Town Regeneration • Lyneham and Defence Technical Training College • Wilton Sites, Salisbury • Friary Estate, Salisbury • Local Regeneration Plan • Marketplace, Salisbury • Devizes Wharf • Trowbridge Masterplan • Chippenham Masterplan • Porton Down Science Park

Figure 2: Job Creation and Economic Development Work Streams and Projects

- 1.5. The above programmes are all supported by a fourth programme which helps to **ensure local, open and honest decision making** in all our activities. The **Monitoring and Evidence Programme** provides local labour market and business intelligence, horizon scanning and performance monitoring, helping ensure that current employment land is not lost, and helping create a policy environment in which new employment development is supported, while ensuring that development takes place in sustainable location.
- 1.6. This briefing paper focuses on the main areas of activity currently underway or in development which relate to job creation and economic development in Wiltshire and sets them in the context of how each programme works in partnership with key organisations in the county. Each section begins with a graphical outline of the key partnerships we are working with to bring forward the work streams and projects. For each project or work stream a summary table indicates the key needs being addressed, and a short description of key activities and their benefits is given.

2. Scope of the Economic Growth Programme



Figure 3: Key Strategic Partnerships for Economic Growth

Investment Service

Needs	Outputs
Business Advocate within the Authority	Inward Investment Marketing plan to attract inward investment in Wiltshire as a business location at national and international levels
Accessible, relevant information	Invest in Wiltshire website http://www.investinwiltshire.org.uk/
Co-ordinated planning support	Planning protocol and understanding around issues of housing, transport and other key factors
Investment support	Understanding needs through investor perceptions survey; engagement with sector initiatives and issues around investment
Business support and advice	Improved business enquiries handling and development of an indigenous investment marketing plan
Skill workforce recruitment and development	

- 2.1. The Investment Service aims to (a) develop and maintain a **clear strategic approach** and a positive environment for sustainable investment and (b) develop and enhance a co-ordinated and comprehensive investment service to **attract new investment**. The investment service works to foster new relationships and provide end to end support from initial property searches to familiarisation support for international staff, and recently attracted foreign direct investment from an international IT solutions and support company in Trowbridge.

Growing Places Fund

Needs	Outputs
Investment Support	Working with private sector partners to attract government funding to kickstart major projects
Clustering, Kickstarting, Leverage and Stimulus	

- 2.2. Wiltshire Council is the Accountable Body for the administration of **£9.4 million government funding** awarded to the Swindon and Wiltshire Local Enterprise Partnership to **boost economic growth, jobs and new business opportunities** by supporting infrastructure projects which can quickly deliver growth. Outcomes of the submitted bids are expected in the run up to Christmas.

Wiltshire Incubation Environments and the Rural Growth Network

Needs	Outputs
Provision of sites in suitable locations with appropriate infrastructure	Phased roll out of new business incubation centres to complement existing space at the Council owned Castledown Business Centre in Ludershall and the privately owned Glove Factory Studios at Holt, and other key locations in Wiltshire
Business Support and Advice	No other establishment or provider within a 30 mile radius of Castledown Business Centre both offers business support and dedicated space from which to operate as an integrated package.
Clustering, kickstarting, leverage and stimulus	No other establishment or provider within a 30 mile radius of Castledown Business Centre both offers business support and dedicated space from which to operate as an integrated package.
Business Support and Advice	Particular attention will be paid to helping military personnel and their spouses start up new businesses
Clustering, kickstarting, leverage and stimulus	Facilities will provide start-up businesses with hot desks, broadband and ICT

- 2.3. The Wiltshire Incubation Environments (WIE) project is concerned with creating a **supported incubation and enterprise environment** for start up and early stage businesses in Wiltshire. Wiltshire Council has secured match-funding to initiate a **Rural Grown Network pilot worth up to £4 million over three years** after DEFRA selected the Swindon and Local Economic Partnership alongside four other partnerships. As well as supporting rural businesses, particular attention will be paid to helping military personnel and their spouses start up new businesses. The scheme is designed to **create more than 200 jobs** before becoming self-funding. The facilities will provide start-up businesses with hot desks, broadband and ICT provision as well as **specialist training and advice**.

Business Support Service

Needs	Outputs
Accessible, relevant information	Provide cost effective, high quality and customer focussed support to small firms employing fewer than 50 people across the whole of Wiltshire without pre-requisite Chamber partnership
Opportunities to network and collaborate	Develop the role of the Chamber network in Wiltshire and develop Enterprise Clubs run by local businesses and partnerships to provide a place for those considering

Business support and advice	starting their own business or becoming self-employed. Undertake work to be tap into pro bono support available from organisations such as solicitors and accountants to take up role formerly played by business link.
-----------------------------	--

2.4. The Business Support Programme aims to develop a practical business model for providing **professional business advice** serving the whole of Wiltshire and supporting pre-start and start-up businesses and existing firms. This work is being delivered by Wessex Chambers.

Buy Wiltshire

Needs	Outputs
Accessible, relevant information	The Buy Wiltshire website (http://www.buywiltshire.co.uk/) provides an effective mechanism for businesses to engage with public sector contracts and tenders
Opportunities to network and collaborate	The gateway also provides a means of facilitating business networking opportunities across the Wiltshire and Swindon sub-region

2.5. Buy Wiltshire is an exciting initiative designed to support the development of Wiltshire businesses by improving the potential for business to business activities and **providing access to contract opportunities** with public sector organisations in the South West region.

Green Deal – Project ACHIEVE

Needs	Outputs
Appropriately skilled and experienced workforce	Project ACHIEVE will provide training opportunities for unemployed people in Wiltshire
Opportunities to network and collaborate	Pilot project to support local installers and build capacity through a vibrant installer network

2.6. The emphasis of the Green Deal is on stimulating the economy to **deliver green jobs** and **widespread energy efficiency improvements** to homes in Wiltshire. The project will provide training opportunities for unemployed people in Wiltshire, and will support an installers network and household energy advice service. The approach is designed to maximise the economic, social and environmental benefits of the Green Deal in Wiltshire.

Wiltshire 100

Needs	Outputs
Business Advocate within the authority	Businesses have warmly welcomed this partnership approach, especially around expansion/relocation, and joint working to access government support for investment
Investment Support	Effective and proactive client management means that businesses have a single point of contact
Business support and advice	
Accessible, relevant information	

- 2.7. Wiltshire Council is building stronger partnerships with leading businesses through a programme of **proactive client management**. The Wiltshire 100 programme engages not only with businesses to rapidly identify and respond to the needs and priorities of the local business community, but also works closely with a range of partners including UKTI and neighbouring authorities to ensure **joined up working and brokerage**. Initial feedback from businesses both to the approach and activity has been clearly positive and the provision of a single point of contact is bolstering business confidence in the authority area. The programme helps deliver Enterprise Wiltshire and Swindon and Wiltshire LEP's business-led plans for growth, and is aligned with partner activity, including the Wiltshire Business Support Service, Swindon's Business Retention and Expansion Programme, and UKTI.

3. Scope of the Employment Support Programme

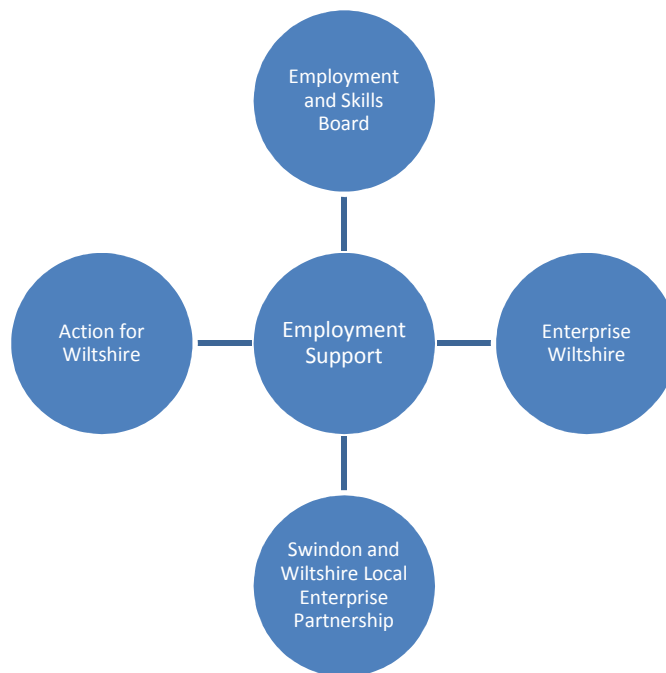


Figure 4: Key Strategic Partnerships for Employment Support

Apprenticeships

Needs	Outputs
Work experience – apprenticeships	Increase the proportion of the Wiltshire 16-18 cohort participating in Apprenticeships
Job opportunities	Programme could also assist with providing real career opportunities for young people.
Training and skills developments	Apprenticeships provide the skills needed by young people to embark on their chosen career.

3.1. Wiltshire Council is working with its partners to **create 1,000 new apprenticeship opportunities** in Wiltshire by the end of July 2013. Led by Wiltshire Council, the main partners are Wiltshire College and the National Apprenticeship Service. Training Providers representing various sectors have joined the planning group along with the Wiltshire Business Support Service and the Federation of Small Businesses. One of many avenues of promoting apprenticeships being pursued are discussions with the FSB around events which will **encourage smaller businesses to understand and consider the benefits of apprenticeships.**

Flexible Support Fund

Needs	Outputs
Job Opportunities	Creation of additional new temporary jobs as part of the project.
Training and skills development	Dedicated mentor and job coaching support for those overcoming employment barriers

- 3.2. Flexible Support Funding secured by Wiltshire Council is **supporting benefit claimants** residing in Wiltshire who are not currently supported through existing initiatives or yet eligible for the Department for Work and Pensions Work Programme. A minimum of **150 customers will be supported** to overcome their personal and employment barriers to find and progress into sustainable employment. Each will be supported with a dedicated mentor or job coach and undertake activities to address their barrier to work and undertake a quality, structured work experience placement. **30 additional new temporary paid jobs** will also be created as part of the project.

Project Impress

Needs	Outputs
Training and skills development	Project will support employers with career coaching and skills develop to help them retain their workforce

- 3.3. Project IMPRESS is an innovative and cross border approach with local authorities and agencies on both sides of the Channel to provide **effective post-employment support and skills development** for individuals who have recently gained or regained employment and need continued support in order to keep that employment for sustained periods. It will support those who are at most risk of falling out of employment and becoming welfare dependent again. Through the project employers will gain access to specialist employment skills and provision including recruitment, retention, career coaching, occupational health, skills development, employment law and human resources expertise. It is anticipated that the project will support a minimum of 280 employers in this way.

Employability and Informal Skills

Needs	Outputs
Training and Skills Development	Focus on early intervention to prepare young people for the world of work
Employment Networks	Strengthen relationships between schools and the business community, developing partnerships

- 3.4. Wiltshire Council has committed £275k funding to an Employability & Informal Skills Development programme to prepare young people aged 16-24 for the world of work and with a focus on early intervention. We will **strengthen**

relationships between Wiltshire’s schools and the local business community and develop sustainable partnerships between businesses and schools. Pilot activity is scheduled for the autumn with the full programme launching in the new financial year running up to the end of July 2014.

4. Scope of the Local Regeneration Programme



Figure 5: Key Strategic Partnerships for Local Regeneration

Masterplanning – supporting the Vision Partnerships

Needs	Outputs
<ul style="list-style-type: none"> Effective community and stakeholder engagement Effective local development partnerships Effective use of public land and resources 	<ul style="list-style-type: none"> Working together with Vision Boards providing holistic planning and masterplanning support Discussions ongoing with the council’s property team concerning land interests on the site

4.1. The long term ambitions of our key cities and towns, Chippenham, Trowbridge, and Salisbury will be difficult to achieve without the knowledge and expertise of key players within the public, private and community sectors. With this in mind, the Vision Partnerships have been created to bring together local, professional people, with a strong desire to be involved in the holistic planning and masterplanning of key sites such as Langley Park and the River Biss.

Churchfields, Salisbury

Needs	Outputs
Effective community and stakeholder engagement	Extensive consultation through the Salisbury Vision partnership and directly with businesses on the site
Effective local development partnerships	
Effective use of public land and resources	Discussions ongoing with the council's property team concerning land interests on the site

- 4.2. The Churchfields Regeneration project is now focussing upon the assessment of potential phased options to begin delivering the goals of the Salisbury Vision, and the South Wiltshire Core Strategy for this now constrained 33 hectare site. The Vision is to enable businesses to relocate from Churchfields to alternative locations close to the city of Salisbury, thereby reducing HGV traffic movements through the city and allowing the site to be redeveloped as a **residential mixed use scheme**. Discussions are on-going with the Council's property team concerning the extent of the council's land interests and issues relating to bringing key sites forward as part of a potential early phase. Key to the success of this project are engagement with landowners and businesses, analysing opportunities for relocation, and assessing the possibilities for the site.

The Maltings, Salisbury

Needs	Outputs
Effective community and stakeholder engagement	Extensive public consultation will be held as part of the development process
Effective local development partnerships	
Promotion of opportunities	Strategically important city centre site promoted through a detailed OJEU procurement process

- 4.3. Following a detailed OJEU procurement process, Wiltshire Council selected Stanhope plc as its preferred development partner for this strategically important city centre site in Salisbury. The Council is currently in negotiations with Stanhope on the terms of a development agreement, which it aims to complete within the next few months. Public consultation will follow on the principles of a masterplan for a **retail-led mixed use development** in line with the aims of the Core Strategy and the Salisbury Vision. A planning application is expected towards the end of 2013.

Castledown Phase 2

Needs	Outputs
Incentives and support for growth	Leading on delivery of this site will increase investor confidence
Effective use of public land and resources	
Targeted and co-ordinated investment	The council is working with its developer partner to develop employment land which will respond to local needs
Effective local development partnerships	

- 4.4. Based close to the A303 west of Ludgershall, Castledown Business Park is a 33 acre site with principal servicing and infrastructure in place to develop for employment uses. There is outline consent for business park and distribution uses on the whole site, and the council is working with its development partner St Modwen to build on the success of Phase 1, Fitz Gilbert Court, which has already been delivered and provides 21 business units. The phase 2 proposals seek to **deliver a further 33,656 square feet of employment land** providing for 15 units, which will **create accommodation for 64 jobs** and boost the potential to leverage for further employment space accommodating around 750 jobs across the whole site. The site is particularly significant for Military Civilian Integration in **providing employment space for service leavers and army spouses** seeking to become self-employed or set up their own business.

Market Town Regeneration

Needs	Outputs
Effective community and stakeholder engagement	Regular conferences held with key stakeholders of market towns in Wiltshire, driven by a steering group setting priorities
Promotion of opportunities	Pulling together key services and stakeholders to conduct intensive planning sessions leading to town Masterplans
Provision of supplementary planning guidance	'Pop up shop' and meanwhile use of vacant retail hosting space including guidance on issues such as business rates and other regulations
Incentives and support for growth	AMTI benchmarking research facilitated for market towns, encouraging towns to help one another in assessing opportunities for growth

- 4.5. The Market Town Regeneration project has worked together with Wiltshire's market towns to help benchmark their current status, masterplan their **sustainable regeneration** encouraging them to make the **most of their strengths**, and stimulate interest in possible initiatives such as pop up shops and markets. Partnership is fundamental to the approach so that support is

tailored in such a way as to treat towns as distinct and unique according to each town's priorities and requirements.

Military Civilian Integration: Lyneham Defence Technical Training and Salisbury Plain Supergarrison

Needs	Outputs
Effective community and stakeholder engagement	Working together with the MCI partnership, Lyneham Steering Group, MOD and DIO
Effective local development partnerships	
Effective use of public land and resources	Transition of RAF Lyneham to a Defence Technical Training College and development of Salisbury Plain Supergarrison
Promotion of opportunities	

- 4.6. The Salisbury Plain Super Garrison is the 'core' project within the programme and focuses on the plans for the future MoD use of the Salisbury Plain Training Area. Significant investment in infrastructure and increases in the numbers of soldiers and their families based in the county have taken place as a result of the Super Garrison.
- 4.7. Development of the Defence Technical Training College at Lyneham is led by the Lyneham Steering Group established by the Military Civilian Integration Partnership with full support of the council. The steering group brings together community and economy related stakeholders in the transition of RAF Lyneham to a **Defence Technical Training College**. Wiltshire Council is working with the Defence Infrastructure Organisation and it is anticipated that a planning application will be made in 2013, and training will start at Lyneham by 2015. The aspiration is for Defence Technical Training to be fully established on site by 2020.

Porton Science Park

Needs	Outputs
Effective community and stakeholder engagement	Working together with the developer Trebor / Wrenbridge
Effective local development partnerships	
Provision of supplementary planning guidance	
Promotion of opportunities	Focussing on existing synergy in Life Sciences and Technology at Porton
Prioritisation of strategic projects and sites	

- 4.8. Situated within the South Wiltshire Research Triangle to the north of Salisbury, the proposed Porton Science Park (PSP) will comprise approximately **360,000 sq. ft of office and laboratory accommodation** on a c. 8 hectare site

adjacent to the Defence Science & Technology (DSTL) facility and the Health Protection Agency (HPA). The development is to be built in phases with the first phase to comprise a **23,000 sq. ft innovation building** plus principal infrastructure. The Council has supported the developer (Trebtor/Wrenbridge) in exploring funding opportunities and in ongoing negotiations toward the delivery of development. Trebtor/ Wrenbridge are aiming to submit a detailed planning application in November this year.

5. Conclusion

- 5.1. The Job Creation and Economic Development Strategy includes a broad range of initiatives and projects which seek to bring about a **sustainable, green and vibrant economy in Wiltshire**. Each of the different work streams and projects interact in different ways with one another and with the whole of Economy and Regeneration, and there is much synergy between creating jobs and economic development with Place Shaping, the Wiltshire Energy Resilience plan, and so on. For example, delivery of appropriate infrastructure provision is a vital element of Place Shaping, and is supported by the ECO strategy which supports energy efficiency in construction, heating and lighting, and transport. All of these elements contribute together to sustainable and green job creation and economic development in Wiltshire.
- 5.2. This way, we are supporting the Council's vision to **create stronger and more resilient communities**, by
- Providing high quality, low cost, customer focused services;
 - Ensuring local, open and honest decision making, and;
 - Working with our partners to support Wiltshire's communities
- 5.3. Core to our service are the objectives to **create 6,000 new jobs in the private sector, safeguard 8,000 existing jobs** which we are achieving by focussing on investment, skills development and targeted initiatives at the local level.

Alastair Cunningham

Service Director, Economy & Enterprise

Report author

Scott Anderson, Development Officer