

**South Wiltshire Economic Partnership Strategy (SWEP)
September 2009 v6**

Next review date: July 2010

Foreword

South Wiltshire Economic Partnership

This strategy has been produced by the South Wiltshire Economic Partnership (SWEP) to provide a vision for the future of the local economy over the next five years.

We find ourselves faced with a great opportunity arising from the change in governance of Wiltshire to a unitary council in April 2009. Key services that can help deliver economic development such as Spatial Planning, Economic Development and Transportation will be working together as part of one authority. For the first time this will provide everyone who has an interest in the development of the economy in south Wiltshire from both the public and private sectors, with the opportunity to work together as one.

Following the removal of the traditional district boundaries and after extensive research, it has been agreed that Wiltshire should be divided into two economic zones (north and south) and three areas governed by local economic partnerships (north, central and south). Consequently the former SWEP area which followed the Salisbury district boundary is extended to include Tidworth (see map at Appendix 5). This presents greater opportunities of working together on issues that affect these areas, particularly associated with the military, and to look beyond the boundaries of the administrative area to Andover and the south coast.

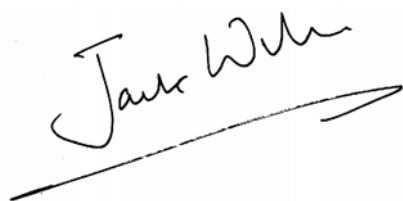
The strategy has been developed by SWEP, a body which includes representation from all of the major business organisations in the area, Salisbury and District Chamber of Commerce and Industry, Federation of Small Businesses, Salisbury City Centre Management, Visit Wiltshire and Wiltshire Strategic Economic Partnership (WSEP). There has also been widespread consultation with the wider business community.

Much of what you see here is not new. It has been developed over the last few years from previous consultation and research and through the previous work programmes of SWEP, or its partner organisations. The strategy also includes, in the overall strategic framework, other major existing projects.

It contains nine strategic objectives which clearly show what we are planning to achieve over the next five years. In addition to this document we have a detailed report which sets out the economic and policy context to this strategy and a more detailed delivery plan showing what we plan to do and when.

This strategy will form the basis of detailed annual work plans to be delivered by SWEP and its partners in conjunction with Wiltshire Council's local economic development team.

In recognition of the fact that these are long term objectives and the fact that we live in a world of continuous change and uncertainty, we will review and update them annually.

A handwritten signature in black ink that reads "Jack Wills". The signature is written in a cursive style and is positioned above a long, horizontal, slightly curved line that serves as a decorative underline.

Jack Wills
Chairman
South Wiltshire Economic Partnership

Wiltshire Council

The introduction of one council for Wiltshire means it is a very exciting time for economic development in Wiltshire. The reorganisation has enabled us to completely restructure the way we work with businesses across the county.

We are fully committed to ensuring the business community have a much greater say in the future development of south Wiltshire. For a long time the business community have been telling us we have not been doing what is needed. Economic development will be a true partnership between Wiltshire Council and private sector groups including SWEP, Chambers of Commerce, the Federation of Small Businesses and Salisbury City Centre Management.

This strategy is the first step towards achieving that partnership working. As a partner on SWEP we have committed our economic development officers working in south Wiltshire to deliver the strategy and its actions. These officers will be reporting regularly to SWEP on progress so they can hold us accountable for getting things done! For the first time SWEP itself will also have a member of staff that will work alongside the local economic team to provide that valuable day to day contact between businesses and the local authority.



Alistair Cunningham
Service Director, Economy and Enterprise, Wiltshire Council

Summary of Economic Situation

By the end of 2008, the UK was officially in recession. The major reduction in the availability of credit – the ‘credit crunch’ – hit the residential and commercial property markets in late 2007 and early 2008. Employment in the construction and financial services sectors fell. Reductions in demand spread as consumer and business confidence fell rapidly, hitting the manufacturing and retail sectors and other parts of the economy in the second half of 2008.

At the start of the credit crunch, Wiltshire’s economy was strong, if showing some signs of ‘overheating’ – employers were finding it difficult to recruit appropriately qualified staff; there was a lack of office space, industrial units and employment land for expansion and new investment.

However, since then, there has been a considerable increase in unemployment in Wiltshire. In January 2009 the Job Seekers Allowance (JSA) claimant count was 5,250, having been 2,890 in June 2008.

A survey of south Wiltshire business confidence showed concern about how long the recession may last. The private sector was seen as coping and ‘hanging in there’, but a long period of reduced demand would see many more business casualties over the next two years. There was also recognition that the relatively large scale public sector in the county and the successful research and development companies in the Salisbury Research Triangle provided important economic buffers for the area.

The recent economic downturn provides an essential contextual element that needs to be considered in terms of the deliverability and pertinence of this economic strategy. There are a number of challenges and implications for economic development and the implementation of this strategy’s delivery plan. Recommendations to the Wiltshire Assembly from the ‘Credit Crunch’ project will focus on opportunities for intervention and be implemented as appropriate.

This strategy aims to set objectives against each of the following criteria (in no order of importance):

1. Business Development
2. Technology & Innovation
3. Employment Opportunities
4. Rural Issues
5. Tourism & Leisure
6. Infrastructure
7. Community & Education
8. Regeneration
9. Horizon Scanning

Purpose

The purpose of this strategy paper is to identify a clear path for all south Wiltshire Economic Development activities in order to flexibly adapt and specifically support the ongoing developments under Wiltshire Strategic Economic Partnership (WSEP):

- Rural Issues
- Economic Inclusion
- The Environment
- Sustainable Development

This strategy draws from a number of authoritative contributions both internally and externally across a wide range of key organisations, including, Wiltshire Council and local Chambers of Commerce. It details objectives, key messages and activities in conjunction with the delivery plan in order to ensure a proactive approach to the delivery of the strategy and its subsequent reporting. Engagement with those organisations will be critical to its success and careful planning will be fundamental in the delivery of key activities.

Aims

The following 3 aims are the key priorities for south Wiltshire: -

- To ensure Salisbury and south Wiltshire is perceived as a centre of excellence for world class business, technology and tourism in order to develop a strong and sustainable economy.
- To work in partnership with key organisations to drive forward the growth of the south Wiltshire economy by supporting existing businesses and new organisations, whilst attracting inward investment.
- To provide the local business community with a unified voice on economic development issues, working to influence all levels of government to ensure the delivery of strategic change.

Objectives

The following nine objectives have been grouped together and are outlined by key enabling statements.

1. Business Development

Promote what makes south Wiltshire unique and ideally placed as a business location and place to work by;

- Employing relationship management techniques in order to understand the needs of large, small and medium businesses as local employers in addition to any development requirements.
 - o Provision of business support by highlighting communications channels available to businesses and exploring areas where further support is required.
- Improving links with the military to capitalise their capabilities, and needs in local requirements in south Wiltshire.
- Promoting south Wiltshire as a high quality work environment to encourage businesses to relocate.
- Supporting strategically important business parks and industrial estates to secure businesses, in order to attract the right businesses and employers in the local area.
- Promoting and delivering the Salisbury Vision to encourage regeneration and development plans.

2. Technology & Innovation

Inspire others to adapt with the changing appetite for new technologies by;

- Encouraging an atmosphere of innovation and generation of ideas to support business development.
- Identifying innovative opportunities and encouraging businesses to explore the use of new technologies and their benefits.
- Facilitating events where applicable, to encourage sharing and educate others of innovative new technologies.
- Liaising with the Salisbury Research Triangle (SRT) and encouraging them to act as 'ambassadors' in science, technology, engineering and mathematics (STEM) advice for local businesses.
- Supporting the broadband provision to rural areas to aid business development in those locations.

3. Employment Opportunities

Encourage the creation of employment opportunities across the local economy by;

- Supporting and highlighting employment opportunities to retain local businesses.
- Understanding the employment requirements of large businesses to ensure they get '*the right people with the right skill set*'.
 - o Identifying skills shortages with businesses and facilitating partnerships to address these issues
- Supporting businesses where their employees face redundancy issues and signpost to support agencies and suitable retraining opportunities.
- Identifying opportunities for new/ developing job sectors.
- Encouraging more proactive promotion of the higher quality job opportunities available in south Wiltshire.

4. Rural Issues

Address issues affecting local areas by;

- Encouraging farm diversification to prevent job losses and redundant buildings.
- Supporting the market town development plans (specifically Amesbury, Downton, Mere, Tidworth, Tisbury & Wilton) by promoting opportunities to local businesses where appropriate.
- Providing advice and support to farmers hit by impacts from the recession.
- Identifying links to environmental strategies and subsequent activities, where appropriate.

5. Tourism & Leisure

Support the development of the value, quality, sustainability and profitability of the visitor economy in south Wiltshire by;

- Promoting what makes south Wiltshire unique as a place for local businesses- in conjunction with the VisitWiltshire strategic objectives.
- Ensuring that south Wiltshire has the right facilities and infrastructure in place to support high value Tourism & Leisure activities.
- Encouraging all tourist businesses and attractions especially Stonehenge and the Cathedral, to promote business opportunities, for the benefit of the wider Wiltshire community.
- Promoting the arts and entertainment organisations and supporting their development within south Wiltshire, to create a vibrant community and encourage additional visitor spend.

6. Infrastructure

Ensuring that the infrastructure is in place (or is planned to be in place) to support the progressive growth of the local economy by;

- Supporting the development of affordable housing required by south Wiltshire residents.
- Supporting business development activities by ensuring that relevant communications, housing, transport and education facilities are in place.
- Identifying rural areas requiring improved access to assist the local communities.
- Supporting plans to ease traffic congestion within Salisbury city centre.
- Ensuring there is enough employment land for business and economic development.

7. Community & Education

Create a stronger, more sustainable community in south Wiltshire by;

- Encouraging the development of further education opportunities.
- Championing the new diplomas and encouraging schools, colleges and businesses to further their partnerships in this area.
- Supporting training plans linked to local business needs including the provision of apprenticeship schemes.
- Inspiring and encouraging future generations to remain/ return to south Wiltshire, by raising awareness amongst young people, of the career opportunities available locally.
- Promoting a sense of 'community spirit', encouraging new and existing groups, activities and social ventures.
 - o Research what community support there is available for local military and encourage personnel to develop 'roots' in south Wiltshire.
 - o Engage with pressure groups to understand their concerns with the local economy.
 - o Encourage schools to continue/ develop business enterprise schemes with local businesses.

- Supporting the growth of Higher Education in south Wiltshire and actively promote the message that you do not have to leave the area to get a degree.
- Helping to raise levels of numeracy and literacy in local businesses.

8. Regeneration

Building sustainable communities for this and future generations by:

- Supporting urban regeneration by promoting and delivering the Salisbury Vision.
- Supporting rural regeneration through specific targeted initiatives with or through key partners.
- Targeting regeneration investment in order to remove barriers for growth
- Working to reduce unemployment and poverty (in conjunction with objective 3)
- Supporting plans to transform dull and run-down public spaces into lively and attractive areas (in conjunction with objective 7)

9. Horizon Scanning

Proactively addressing issues and opportunities affecting south Wiltshire by;

- Protecting the local economy by researching and keeping abreast of major plans or incidents.
- Supporting and developing contingency exercises to ensure businesses are proactive to change and not simply 'fire fighting'.
 - o Working in partnership with local businesses during difficult times, to offer support and provide advice where required.
- Encouraging businesses to view the Salisbury Vision as a 'business development opportunity'.
- Identifying opportunities to encourage the younger generation to return/ remain in south Wiltshire, in order to prevent Salisbury and the local areas, from becoming an 'ageing city'.
- Working alongside Wiltshire Council to identify land suitable for business growth.
- Identifying future infrastructure requirements to further support the growth of the local economy.
- Working jointly with other areas within Wiltshire e.g. WSEP, to capitalise on national and regional initiatives.

All of which are underpinned by:

Research:

Effective research needs to be conducted to establish:

- How local businesses view the current climate and what their subsequent needs are.
- What key relationships are already in place and what others do we need to develop.

This research will enable us to understand what approaches and activities will be the most effective.

Measurement:

Each action must be effectively reported on using the most appropriate methods, in order to understand the success of actions delivered. A crucial aspect of this activity will be the examination and dissemination of timescales to relevant organisations and partners. This will help to develop the confidence of key organisations and local businesses in local economy activities.

Currently there are no measurement tools in effect. However, a key action point is to identify facilities currently available in-house and other resources required to provide accurate reporting.

Communications:

To ensure organisations and the local communities are aware of progressive activities being undertaken, visibility of SWEP itself is also core to the strategy. In addition to ad hoc activities, a provisional communications plan will be constructed and added to, on a regular basis.

Key Messages

Following a core set of key messages will help achieve a greater impact across all SWEP communications. Key messages identified to date are as follows:

- Salisbury and south Wiltshire has a vibrant community where people want to live and work.
- SWEP activities do deliver.
- South Wiltshire has an important tourist industry and welcomes visitors.
- SWEP is a team made up of private sector businesses and business representatives who oversee the local strategic economic work programme, acting at all times as a 'critical friend' to Wiltshire Council.
- SWEP is a consultative group on all relevant local activities, particularly those affecting planning and the local economy.
- SWEP helps to improve communications between local authority and local businesses.
- SWEP co-ordinates the delivery of projects and initiatives through member organisations and others as appropriate.
- SWEP provides support to existing local businesses and promotes investment activity in South Wiltshire.
- SWEP is not a membership organisation; it operates on behalf of and for the benefit of local businesses and other organisations that influence the overall economic well being of the area.
- The delivery of the Salisbury Vision is crucial to the progressive developments in the Salisbury area.
- Salisbury and south Wiltshire can provide a high quality work environment.

Audiences

Listed below are the broad audiences (with the exclusion of Wiltshire Council) which SWEP needs to target in order to deliver activities or communicate outcomes with. However, there is scope for a further breakdown of the audiences, if required.

Business Development	Local chambers, local businesses, academia, MOD representatives, local action groups & other business reps, land owners, professional services.
Technology & Innovation	Local businesses, local chambers, academia & other business reps.
Employment Opportunities	Future employees, students and graduates, local businesses, large local employers, academia & other business reps, recruitment agencies.
Rural Issues	Regional Development Agency, parish councils, rural action groups, rural business networks & community area boards.
Tourism	Local businesses, arts & leisure organisations, VisitWiltshire & other business reps.
Infrastructure	Local chambers, local businesses, Regional Development Agency & other business reps, Highways Agency.
Community & Education	Academia, community area boards, local action groups, local employers, arts & leisure organisations & other business reps.
Regeneration	Local action groups, local employers/businesses, parish councils, city council.
Horizon Scanning	Local businesses, local chambers, academia, & other business reps, city council.

Reporting

Currently the SWEP delivery reports have not been established, although plans to produce a comprehensive monthly report of all SWEP activity will be distributed to:

- SWEP Board
- Wiltshire Council
 - o Spatial Planning
 - o VisitWiltshire
 - o Invest in Wiltshire
 - o Regeneration
- Wessex Association of Chambers of Commerce
- Salisbury Chamber of Commerce
- Tidworth Chamber of Commerce
- Mere Chamber of Trade
- Stonehenge Chamber of Trade

Responsibilities

As per Terms of Reference (appendix 2).

Appendices:

1. Delivery Plan (excel spreadsheet)
2. Terms of Reference & Working Practices
3. Risk Register/ Matrix
4. Policy & Economic Assessment Summary
5. SWEP Area Map

Appendix 2:

South Wiltshire Economic Partnership

Terms of Reference

Mission Statement

The South Wiltshire Economic Partnership (SWEP) is committed to the development of a strong and sustainable economy in south Wiltshire. Working in partnership with local authority, businesses, business representatives and other relevant key organisations, SWEP will support existing businesses, attract inward investment and drive forward the growth of the local economy.

By providing the local business community with a unified voice on economic development issues we will also work to influence all levels of government and to provide a focus for the delivery of strategic change.

1. Aims and Responsibilities

1.1 As the only grouping in south Wiltshire with a strategic economic remit, the partnership has 8 principal objectives. These are to:

- focus on the long term, strategic development of the south Wiltshire economy and develop and agree an Economic Strategy
- agree and oversee the work programme of the Wiltshire Council local economic development team (based on the economic strategy) and major projects of the strategic planning team
- act as the economic consultative group on all relevant local economic issues and planning issues for south Wiltshire by raising awareness and understanding of issues affecting the local economy
- contribute to policy development and influence business plans of organisations providing support for the local economy, especially Wiltshire Council
- facilitate better communication, consultation and liaison amongst local businesses and those organisations providing support for the local economy
- work with other organisations and partnerships with an interest in the economic development of south Wiltshire and provide representation on the board of the Wiltshire Strategic Economic Partnership, and other groups as invited and appropriate
- co-ordinate the delivery of projects and initiatives through member organisations and others as appropriate
- provide support to existing local business and promote investment activity in south Wiltshire through the Partnership Manager.

1.2 SWEP will also:

- work with the Wiltshire Strategic Economic Partnership on the development of their economic development strategy and will, where appropriate, support and contribute to its implementation; and
- monitor the economic health and vitality of south Wiltshire by formulating and recording a set of appropriate economic indicators.

2. Membership

2.1 Membership of the partnership is based on the following principles:

- We are stronger together than as individual organisations
- Each member organisation will always have their own interests at heart, but working together as SWEP gives business a stronger more effective voice
- The Board will work together on behalf of and for the benefit of all local businesses
- All member organisations are seen as equal partners
- The Board will decide on its own composition & number as it sees fit, according to the strategic needs of the area.

2.2 The SWEP Board is potentially made up from each of the following:

2.2.1 One representative from the main local business representative organisations:

- Salisbury Chamber of Commerce and Industry (possibly representing local chambers of trade)
- Federation of Small Businesses
- Visit Wiltshire
- Salisbury City Centre Management (representing the Salisbury Vision)

Other organisations may be appointed to the Board for specific activities (or expertise), or appointed as observers to the Board as the Board see fit, according to the strategic needs of the area.

2.2.2 One representative for Regional/sub-regional organisations:

- Wiltshire Strategic Economic Partnership
- Wiltshire College

2.2.3 Additional Board members representing the private sector. For example, the Board may appoint representatives as it sees fit from the following:

- Tidworth Area
- Mere & Tisbury Area
- Amesbury Area
- Salisbury Research Triangle
- Ministry of Defence
- Churchfields Industrial Site
- Business (non-specific), e.g. Professional Services, Arts & Leisure

2.2.3.1 Suitably qualified and interested members from the private sector must be nominated by a SWEP Board member. Election to the Board must be agreed by a majority of Board members. Private sector members will initially serve on the Board for two years.

2.2.4 Wiltshire Council:

- Economic Development Cabinet member
- Director of Economy and Enterprise

2.2.5 Attendance and support by officers:

- SWEP Manager
- South Wiltshire Economic Development Team Leader
- Lead south Wiltshire Strategic Planning Officer

- 2.3 Information from the Board will be disseminated to the wider SWEP membership; consisting of effectively any business operating in south Wiltshire. It will be the responsibility of each attending business organisation to ensure individual members are consulted and updated on all relevant SWEP matters.
- 2.4 Observers may wish to attend the SWEP Board meetings at the agreement of the chairman but cannot contribute unless at the request of the Chairman. Also, observers do not have the right to vote unless then invited to become a full board member. Those wishing to attend a meeting as an observer, need to submit a request to the Chairman via the partnership manager for each meeting.

3. Chairperson

- 3.1 The Board may nominate and appoint a Chairperson and Deputy/Vice Chairperson from the private sector Board members.
- 3.2 Alternatively the Board may appoint a Chairperson from outside of the Board. A Chairperson appointed in this way will automatically become a member of the Board. The Chairman's term of office will initially be for two years.
- 3.3 If the Board chooses to appoint a Chairperson from outside of the Board this may be achieved by formal interview or by any other means that the Board sees fit. The Chairperson will ideally be an independent local business person with a large company background, working/or residing in south Wiltshire. The Chairperson may be a member of one of the member organisations listed in paragraph 3.1 but they will not represent them.
- 3.4 Board members will be responsible for ensuring that the Chairperson undertakes the role and responsibilities of the position to a high standard.

4. Meetings

- 4.1 The Board will meet four times a year, and at such other times as necessary.

5. Support

- 5.1 The Chairperson, Board and Partnership Manager will, under a Service Level Agreement and Memorandum of Understanding, be provided with administrative support from the south Wiltshire economic development team of Wiltshire Council. This will include:
- The preparation of agendas / minutes for Board meetings.
 - Assisting in the organisation of 2 or 3 'open' events for local businesses per year.
 - Assisting in the production of 4 newsletters for local businesses per year.
 - A general administrative role.
 - Assisting with public relations and marketing.
 - The development and maintenance of pages on the Wiltshire Council website dedicated to SWEP and economic development.

6. Budget

- 6.1 Financial support has been provided by Wiltshire Council to fund SWEP and its activities e.g. meetings, events and communications and expenses incurred by the Chairperson or their representative.

7. Geographical area

- 7.1 The principle area covered by the SWEP is Salisbury, Amesbury, Tidworth and the southern Wiltshire economic zone (please see Appendix 5). However, cross-boundary working is encouraged by SWEP for the benefit of the local economy, acknowledging that businesses and visitors do not recognise geographical borders.

Issue 01: 06.01.09

**Working practices – south Wiltshire Economic Development team and SWEP
Partnership Manager**

We will:

- be proactive
- employ the highest standards of customer service
- always ask 'why?' in order to achieve
- use plain English in communications
- use the best and most appropriate means of communication
- report back against specific objectives and milestones
- do work that is relevant, avoiding duplication
- deliver (greater conversion rates)
- be more business focused
- be open in our reporting
- only have meetings with real purpose
- undertake research to understand our customers
- encourage stronger 'Economic Development' focused political leadership/support

Appendix 4:

Policy and Economic Assessment Summary

Economic overview

The information in this section has been extracted from the following reports - 'South Wiltshire Economic Assessment 2008'; 'The Impact of the Credit Crunch in Wiltshire, A Report to the Wiltshire Assembly March 2009'; Kennet District Economic Overview 2008; and the 'State of Tidworth Community Area 2008'. These reports were produced prior to the introduction of a unitary council in Wiltshire so references to south Wiltshire relate to the pre-April 2009 Salisbury District boundary area which excludes Tidworth.

Economic Performance

- In 2005, Gross Value Added (GVA) for Wiltshire was £7,050 million which represented 8.3% of the output of the South West region. Between 1995 and 2005, the county's output grew by 4.9% per annum, below both the regional and national averages and ranking tenth out of the twelve South West NUTS 3 areas¹.
- GVA per head was £10,497 in 1995 and grew by around 4.2% per annum across the period 1995 to 2005. In 2005, GVA per head was £15,778, below both the regional and national averages.
- In 2006, 50,600 people were employed in south Wiltshire; of these people the largest share of employment was in Real Estate, Renting & Business Activities (18%), whilst Wholesale & Retail Trade (18%) and Health & Social work (15%) also had significant proportions of employment.
- South Wiltshire had a larger concentration of employment in Agriculture, Hunting & Forestry, Health & Social Work, Hotels & Restaurants, Wholesale & Retail Trade and Public Administration & Defence compared to the national average. The Salisbury area also had a larger concentration of employment in Financial Intermediation compared to the national average whilst the South West was underrepresented.
- During the period 1996 to 2006, the Salisbury area experienced nearly 18% growth in employment, this was above the national average. The largest increase in employment was seen in Real Estate, Renting & Business Activities, Health & Social Work and Transport, Storage & Communication.

Business Enterprise

- In 2006, there were 391 VAT registered businesses per 10,000 population, above the South West, South East and Great Britain averages. South Wiltshire has a smaller proportion of large firms and a larger proportion of small firms compared to the regional and national averages.
- The sectoral breakdown of businesses in south Wiltshire fell broadly in line with the national picture, the only exception being that the district had a slightly higher concentration of businesses in Agriculture, Forestry & Fishing, in line with the regional situation. In 2006, there were 4,510 VAT registered businesses. The largest proportion of these were in Real Estate, Renting & Business Activities (29%).
- Growth in VAT registered business stocks (1996 to 2006) in south Wiltshire was below the county, regional and national averages.
- In 2006, 18% of those employed in south Wiltshire were self-employed, above the county, regional and national averages. Over the period 1996 to 2006 the self employment rate fluctuated but underwent an overall decline. The gap between south Wiltshire and the regional and national benchmarks narrowed during this time.
- In south Wiltshire there were 395 new VAT registrations in 2006, this equates to around 34.3 per 10,000 population. Over the period 1996 to 2006 the district registration rate fell, however, the number of businesses registering did not decline; therefore the increase in population is likely to be the cause of this reduction in the registration rate.

¹ *Nomenclature of Units Territorial Statistics, an EU categorisation.*

- In south Wiltshire, the DTI Small Business Service one year survival rates were in line with the county, regional and national trend. Three year survival rates, whilst above the national rate, were marginally below the averages for Wiltshire and the South West

Labour Market

- The economic activity rate in south Wiltshire (Oct 2006 to Sept 2007) was 86.4% - above the rest of Wiltshire and the county, regional and national averages.
- In 2006, the largest occupational group in south Wiltshire was Associate Professional & Technical, employing nearly 18% of residents. Managers & Senior Officials (16%), Skilled Trade (14%) and Administrative & Secretarial (14%) occupations also employed significant proportions. South Wiltshire was underrepresented in Professional and elementary occupations.
- In 2007, the mean weekly resident earnings in south Wiltshire was £527, marginally above the regional average but below both the county and national average. Residence base earnings were higher than workplace earnings, in line with the county trend, and typical of areas that have significant outflows of commuters with higher-level occupations.

Tidworth

Following local government reorganisation on 1 April 2009, the geographical interests of the South Wiltshire Economic Partnership have been expanded to include Tidworth, previously part of the Kennet District Council administrative area.

- The town is dominated by the presence of the Army and is now part of the Salisbury Plain 'Super Garrison'. The development of the area as a 'Super Garrison' and the associated aspirations to improve the quality of life for those working within it and to provide greater stability, should mean that units will be based in the area more permanently, with personnel spending the majority of their military careers based around the area. This increased stability should have positive effects for the local economy as it will enable military families to become part of a fixed community contributing to local spending and employment. The Army plays a significant role in the economy, as a major employer and as a contributor to local amenities.
- In common with the rest of the county, Tidworth has enjoyed relatively high economic activity rates. However in recent years the number of jobs in the local economy has been in sharp decline. An important objective for the area's economic regeneration is to maximise local employment.
- In 2008 it was identified that Kennet was performing below average at all NVQ Levels, Tidworth was one of two areas where this was most pronounced, where qualification levels had dropped over the previous two years.
- The Tidworth economy relies on a small number of large employers (particularly in the public administration and defence sectors) and consequently is vulnerable to restructuring or closure.
- The town's population is expected to increase by 10% between 2001 and 2016 from 14,270 and 15,540.
- The economic activity rate of the working age population is expected to increase by 11% between 2001 and 2016.
- The town was identified as having the poorest retail facilities on offer in Kennet relative to its population and status as part of the super garrison.
- 22% of out commuting from Tidworth is to Andover.
- Allocations of land for employment and housing in Tidworth will be made through the Local Development Framework being developed for the whole of Wiltshire. The Castledown Business Park represents the most significant provision in the area at 6.5ha.
- In 2008 average house prices for flats, terraced houses and semi-detached homes were the lowest in Kennet, but detached homes were more expensive than other parts of Wiltshire.

- The proposed military developments (the Salisbury Plain Super Garrison and the changes in the length of military postings) are likely to result in a larger military population, changes in the use of land and a significant increase in the time that MoD personnel and their dependants live and work in Tidworth.
- Due to the super garrison developments, the Military Civil Integration (MCI) Programme has been initiated to optimise the economic and social benefit of the military presence in Wiltshire and to build a more balanced community. Partners in the MCI Programme include the MoD and the public and private sectors.

Policy Context

The Draft Regional Spatial Strategy for the South West 2006-2026 (South West Regional Assembly)

The draft Regional Spatial Strategy (RSS) identifies the city of Salisbury as a Strategically Significant City or Town (SSCT) which means it plays a critical strategic role regionally or sub-regionally. The RSS expects employment to grow in Salisbury's Travel to Work Area (TTWA) by between 10,800 (central view) and 13,600 (growth view) jobs to 2026, although it acknowledges that significant outward expansion of Salisbury city itself is limited due to environmental constraints such as the Area of Outstanding Natural Beauty (AONB) and flood risk factors. The RSS requires the local authority to assess the supply and demand for employment land on a three year rolling basis and to maintain a ready supply of employment sites required for business expansion, inward investment and specific sectors of Salisbury's economy. The RSS further encourages the development of small businesses in smaller settlements and in rural areas in sustainable locations that meet organic growth and rural investment. The RSS also recognises that changes to the Common Agricultural Policy (CAP) will encourage greater diversification away from agricultural activities.

Local Policy Context

This economic strategy will feed into the wider strategy for Wiltshire being developed by the Wiltshire Strategic Economic Partnership (WSEP). It will link to other specific WSEP strategies related to investment and innovation, and the emerging Wiltshire Employment and Skills Strategy.

South Wiltshire Local Development Framework (Wiltshire Council)

The south Wiltshire Local Development Framework (LDF) concentrates on the area formally known as Salisbury District which does not include Tidworth.

The LDF currently in development states that the economy should be strong, stable, productive, innovative, competitive and sustainable, as appropriate to the nature of the district whilst minimising environmental impact. It recognises that the maintenance and promotion of a vibrant economy, both urban and rural, including the agricultural sector, in south Wiltshire, is central to Wiltshire Council's objectives and is important to the well being of residents today and into the future. It suggests this should be facilitated by the correct infrastructure to support business. The aim is to develop the district's economy by encouraging new investment and supporting existing business, especially smaller ones.

The LDF identifies that of the 6,000 businesses within south Wiltshire, approximately 25% are located at identified employment sites, and a further 25% are located in local centres including Salisbury city. However, the remainder (nearly 3,000 businesses), are based at other locations away from 'visible' employment sites and local centres, these businesses tend to be very small (mostly less than 4 employees). It is very important that their contribution to the overall economic activity of the community is recognised and supported. Because of their importance it should not be assumed that provision of dedicated employment land is the only key to sustaining and developing the economy.

Land is required to provide modern commercial buildings for industry and offices to support both existing businesses that may want to expand or modernise and for new firms that want to move into the district. Currently the majority of employment outside of Salisbury city is in the Amesbury, Downton and Wilton Community Areas with Mere and Tisbury community areas having much less activity.

South Wiltshire is predominantly rural, and a large proportion of the population lives and works in the rural parts of the district. Maintaining an employment base within the rural area is important because the farming industry is changing and because we need to reduce the amount of rural to urban commuting for work. At the same time the best and most versatile agricultural land should be protected to ensure it is available for food production.

By supporting existing and creating small-scale businesses in the countryside, people who live in the countryside would have a greater range of opportunities to work near to home and should result in more competitive, thriving, diverse rural enterprises. The LDF states that a

fine balance needs to be struck between reducing rural to urban commuting, whilst also not encouraging the urban population to commute to new employers in the countryside. For this reason, the size of businesses in the countryside generally needs to be small scale. Eight employment sites have been identified as being strategically important for the south Wiltshire economy:

- Churchfields Industrial estate, Salisbury
- Old Sarum, Salisbury
- Southampton Road, Salisbury
- Boscombe Down (QinetiQ site)
- Porton Down (Dstl, HPA etc) site, Porton
- Solstice Park, Amesbury
- Downton Business Centre, Downton
- HQ Land Command, Wilton

Salisbury Vision

The Salisbury Vision is an ambitious long-term programme of change, the aim of which is to prepare Salisbury to meet future challenges whilst doing everything possible to protect its uniqueness and character. The Salisbury Vision will provide a framework for coordinating and achieving the sustainable regeneration of the city and in particular of five priority areas:

- The Maltings and central car park
- Salisbury Guildhall
- Salisbury Market Place
- Churchfields Industrial Estate
- Southampton Road

The Vision will make a significant contribution to improving the quality of life of everyone that lives in, works in or visits the city by providing much needed additional office space, retail, leisure and other employment space together with high quality gateways, an exemplar public transportation hub, and improved cultural facilities - all linked by a high quality public realm. The economic, social and environmental benefits of the Vision will go well beyond the boundaries of the city to the wider Wiltshire community.

The development of the Vision was managed by a public/private sector steering group which included officer and councillor representatives from Salisbury District Council and Wiltshire County Council. Funding for the development stage of the Vision was provided by Salisbury District Council, the South West Regional Development Agency and Wiltshire County Council.

The Salisbury Vision was adopted as a key strategic document by Salisbury District Council and the Implementation Executive (interim Cabinet overseeing transition to Wiltshire Council) in June 2008.

The Vision contains 24 specific projects linked to three strategic objectives; development, traffic and movement, and public realm, which together are designed to achieve the overall Vision objective:

For Salisbury to be a clean, green, safe and friendly city; a place that is consistently acknowledged as being one of England's best places to live.

Salisbury District Employment Land Review (ELR) (April 2007)

The ELR provides the background evidence for employment policies contained within the South Wiltshire Local Development Framework. This has identified that between 25-30 hectares of additional employment land is required in the Salisbury district in the 20 years to 2026 to support growth industries and subsequent new employment (over and above existing activity) mainly in and around Salisbury city and the Amesbury area. This does not include any additional land required through displacement of existing employment by Salisbury Vision projects. This would require approximately 60 hectares of new employment land.

Wiltshire Workspace Strategy (Wiltshire Council/South West Regional Development Agency)

A workspace strategy is also being developed for Wiltshire to ensure that there is delivery of sufficient, appropriate employment land and quality of employment premises to meet business requirements and ensure the sustainable growth of the sub regional economy, as supported by the RES (Regional Economic Strategy) and RSS.

Local Agreement for Wiltshire (LAW)

The Local Agreement for Wiltshire outlines action agreed between local partners to take forward ambitions for Wiltshire (one of which is to provide a positive and sustainable environment for economic growth) and includes the Local Area Agreement targets agreed with central government.

Actions to achieve a strong economy include:

- Improving business productivity through innovation
- Research into the significance of planned military changes for communities military and civilian authorities
- Tackle worklessness to help provide an adequate labour supply to meet business needs through raising skills levels
- Broaden the employment base of Wiltshire
- Provision of adequate workspace and employment land to meet market needs
- Carry out research to understand how key settlements can evolve and regenerate to become thriving and vibrant economic centres

Retail Strategy for Tidworth Community Area (2006)

An in-depth study of the Tidworth Community Area by Bournemouth University identified the strengths and weaknesses of the area and recommended the introduction of a number of multiple retailers to develop a true 'town centre' or 'heart' to Tidworth around the main street (Station Road). The provision of facilities through both commercial and social developments will enhance the entire area providing the population of the wider rural area as well as urban area with significantly enhanced employment, retail and leisure opportunities. There will also be a significantly reduced need to travel long distances to fulfil these needs. The report recognises that crucial to the success of regeneration as a whole is the need for all organisations, including Tesco (who recently opened in the town) to commit to the broader regeneration process that is inclusive of the social agenda as well as the commercial.

Appendix 5:

