The Swindon and Wiltshire Local Enterprise Partnership Business Plan Jan 2012 - Mar 2015

The Pivotal Place for Growth in Southern England
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Executive Summary
This Business Plan sets out a three year programme of activity for the Swindon & Wiltshire LEP. The initial focus is on year one, with further development of years 2 and 3 during 2012.

Vision
Our Vision, using our unique pivotal location in Southern England, is to create wealth, jobs and new business opportunities set within an outstanding landscape that provides an exceptional quality of life. We will focus on our existing strengths, our base of established business sectors, to build an outstanding sustainable business environment, in which our economy will thrive. Our USP is the economic potential of the Military presence in the area and our ambition is to be recognized as the national LEP network lead for Military/Civilian integration.

Objectives
The proposal to government clearly sets out the agenda for the Partnership – Wealth, Jobs and new business opportunities creation. The Swindon & Wiltshire LEP will drive these forward by focusing on four specific strategic objectives and one generic objective that underpins those. They are:-
• Inward Investment;
• Stimulating Growth;
• Job Creation, Education and Skills;
• Economic Infrastructure;
• Governance, Business Engagement and Communication, Evidence Base and Administration.

Guiding Principles
Our strategy for growth will be based on research, factual evidence and informed decision making. The LEP will focus only on its Vision priorities being the local economy and employment.
Our competitive advantage is based upon:-
• Being a pivotal economic location with geographic proximity to key airports and coastal ports;
• A World Class landscape and heritage;
• A resilient rural economy with a diversified business community based on a high percentage of SME/Micro businesses;
• An economically significant Military presence;
• Specific business sector strengths –identified through research and prioritised in our economic strategy and this business plan;
• Significant global business clusters where we can further exploit the synergies that exist;
• A vibrant economy with a skilled workforce and low unemployment.

Role
The partnership will be lean and agile, providing informed strategic leadership to develop the area’s economy. We aim to provide an objective, independent view of the challenges and solutions that our economy faces. We want to be the focal point for business opinion. We will act as a gateway for government initiatives, prioritising those funding opportunities that align with our economic strategy.
**Structure**

**Strategic Leadership** – our Board represents a wide spectrum of business sectors, geography and public sector organisations and is now in place and reflects the economic drivers of Swindon and Wiltshire. There are nine business men and women, including the Chair, working with four representatives from the key public sector organisations, these are the two UAs, the education and military sectors. We intend to build an effective partnership that will deliver growth and prosperity for all those who work and live in our community.

**Delivery** – the LEP will commission projects, not deliver them. Our primary delivery channels will be local partners Forward Swindon, Influence (the Economic Partnership for Swindon) and Enterprise Wiltshire, formerly the Wiltshire Strategic Economic Partnership. Our role is to help create the conditions for economic growth by influencing the expenditure of key partners, directing the spend allocated to the LEP itself and by ensuring strategies and policies owned by others, including government, provide a supportive environment for business.

**Focus** – the Board have identified three economic zones/corridors where we will be proactive in terms of driving growth – where there is the greatest potential to make best use of our finite resources. These are:-
- M4/Great Western mainlines corridor
- A350 Crescent
- A303 corridor

**Targets**

To ensure the partnership succeeds, it will engage with business and stimulate the active interest of its public and private partners. It will do this by recognising the different cultural drivers that are in play, taking account of the diverse geography of the LEP area and balancing the business sector representation. We will do this by taking a ‘Balanced Scorecard’ approach with a mixture of ‘hard’ (outputs) and ‘soft’ (outcomes) targets. By April 2015, the Partnership will have supported:-

**Primary Objectives**
- The creation of 10,000 new private sector jobs;
- Safeguarding a further 8,000 jobs;
- Connectivity - delivered high speed Broadband infrastructure to a minimum coverage of 85% of the LEP area, with 100% at strategic employment sites.

**Initiatives**
- Supporting the creation of new business start-ups and improvement on the 2010 baseline survival rate of 67.5%\(^1\) to 75% by 2015;
- Support the delivery of at least 30 hectares of employment land to the market in the sub-national area;
- Development of robust Communications and Marketing strategy that will raise the profile/credibility of the LEP, using the full spectrum of media channels – specifically a dynamic and user-friendly web presence;
- Develop an Inward Investment offer that will:-
  - Raise the awareness internationally of the area that is ‘open for business’;

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\(^1\) Composite figure for LEP area : 3 year Survival rates for Wiltshire 68.3%; Swindon 65.1%
See 15 new businesses locate in the area and secure £50m of financial investment;
Contribute 2,000 new jobs to the target above.

- Access relevant government funding initiatives that will support our economic growth targets;
- Improve GVA (2009 baseline £20,385/England £20,498) to above the national average.

Cultural and Economic Enablers

- Developing a Partnership that is robust and sustainable – that retains the engagement of key business and public sector executives – creating a forum where economic issues can be debated and common solutions developed for the benefit of the Wiltshire & Swindon economies;
- Building a reputation and track record as a credible, objective and independent organisation that becomes the ‘voice of business’ for the area – both within the Unitary Authority boundaries and the wider UK;
- Development of a researched-led evidence base that is up-to-date, factual and forward-looking to support informed, objective decision-making by the Partnership at a strategic level;
- Work towards better alignment of local strategies and policies – specifically strategic planning – to develop a more coherent economic profile for the LEP area, including:
  - Identification & agreement of key strategic transport infrastructure requirements for the LEP area;
  - Work across local and central government departments to develop an integrated approach to regeneration that optimises investment in employment and housing land;
- Develop a focused economic strategy, based on key business sectors that include:
  - Advanced Engineering, including Manufacturing;
  - Military
  - Business & Financial Services;
  - Tourism;
  - Land-based industries;
  - Environmental Technologies;
  - Life Sciences.

Operational Resources

The LEP want to operate in a business-like way – attracting resources and support because it is adding value to Swindon & Wiltshire. It does not intend to become a bureaucratic organisation, heavily dependent on central public funding. Defining – and delivering – local priorities for economic growth brings a responsibility for Local partners to match, if not exceed, any government contribution to our running costs. The bulk of support, so far, has come from the two Unitary authorities and they continue to actively support the Partnership. Building a wider resource base will be critical – we will only be able to do that when the Partnership has credibility and a demonstrable, successful track record of growing the economic base.

Paul Johnson, Chair – Swindon & Wiltshire LEP

16th May 2012

2 Composite figure for LEP area: GVA for Wiltshire - £17,492; Swindon £27,616 – South West £18,184
BUSINESS PLAN

Vision
Our Vision, using our unique pivotal location in Southern England, is to create wealth, jobs and new business opportunities set within an outstanding landscape that provides an exceptional quality of life. We will focus on our existing strengths, our base of established business sectors, to build an outstanding sustainable business environment, in which our economy will thrive.

Our USP is the economic potential of the Military presence in the area and our ambition is to be recognized as the national LEP network lead for Military/Civilian integration.

By 2026 we want to be recognised as a vibrant business region, where world class companies choose to locate and grow, whilst providing a sustaining economy where smaller businesses can grow to become world class. Our population will have grown from 650,000 to 710,000, matched by employment provided from economic growth in sympathy with our stewardship of the natural landscape.

Structure
The Swindon & Wiltshire LEP is a business led partnership between two local authorities and the private sector which is focused on growing our local economy, creating jobs and building sustainable communities. The LEP will provide strategic leadership and direction, by acting as a gateway for engagement with the business community. Being recognised as a factually based ‘voice for the business community’ at both local and central government levels.

Each board member will lead a sector initiative and mobilise sub groups. The culture will be business led and result driven. Policies and initiatives will be delivered through the existing delivery structures in the two Local Authority areas. For Wiltshire, Enterprise Wiltshire, formerly the Wiltshire Strategic Economic Partnership (WSEP), supported by Wiltshire Council’s Economy & Enterprise Directorate; for Swindon, Forward Swindon, supported by the strategic Business network - Influence.

Guiding Principles
Our strategy for growth will be based on research, factual evidence and informed decision making. The LEP will focus only on its Vision priorities being the local economy and employment.

Our competitive advantage is based upon:-
- Being a pivotal economic location with geographic proximity to key airports and coastal ports;
- A World Class landscape and heritage;
- A resilient rural economy with a diversified business community based on a high percentage of SME/Micro businesses;
- An economically significant Military presence;
- Specific business sector strengths include: –
  - Advanced Engineering, including Manufacturing; Business & Financial Services; Tourism; Land-based industries, Life Sciences and Environmental Technologies;
- Significant global business clusters where we can further exploit the synergies that exist;
- A vibrant economy with a skilled workforce and low unemployment.
**Strategic Objectives**

To deliver our Vision, we will be focused on the critical levers for growth that we can influence/drive. We have identified four primary strategic objectives where we believe that the Partnership can make a difference – exploiting the economic potential of the Military presence will be a cross-cutting theme in each of these:

- Inward Investment;
- Stimulating Growth;
- Job Creation and Skills Development;
- Economic Infrastructure.

**Inward Investment**

Swindon & Wiltshire have a strong track record for attracting Foreign Direct Investment (FDI) into the area. This remains a key growth opportunity and we intend to exploit that by:

- Positioning the LEP as a gateway/portal for inward investment enquiries by building strong relationships with national/international networks, specifically UKTI;
- Developing a strong Brand/profile for the area that is simple to understand and use;
- Engaging existing investors as ‘Champions’ for the area through our delivery partners;
- Putting in place a portfolio of deliverable Employment Land/Strategic sites that have a streamlined planning process and built infrastructure;
- Utilising national government initiatives, such as the Growing Places Fund and Regional Growth Fund, to un-lock potential investments.

**Stimulating Growth**

Equally important will be the development of our existing (indigenous) business base - providing the right environment and supporting growth. We will support this by:

- Driving the simplification of the support networks for growth businesses and their access to finance;
- Facilitating major businesses and public sector organisations to ‘open up’ their supply chains/procurement processes to smaller local businesses;
- Encouraging small business owners/leaders to develop their leadership and management teams so that their businesses have the capacity/capability to grow;
- Encouraging more local businesses to widen their market horizons, reaching out to UK and international markets through exporting their goods and services;
- Focusing on the regeneration and development of our principal urban areas – Swindon, Chippenham, Salisbury and Trowbridge being priorities; we will also support sustainable growth in rural areas and market towns.
Job Creation, Education and Skills Development

Economic growth relies upon having a skilled, adaptable and motivated workforce that employers can access to support their expansion. Both Swindon & Wiltshire have a mobile workforce that deploys along the M4/ rail corridors – increasing/improving employment opportunities to avoid commuting is a key policy objective for our Unitary authority partners.

We will help to meet this challenge by:

- Supporting the up-skilling/re-skilling of the area’s workforce – using apprenticeships as a tool to address the specific challenges in the 16-24 age group;
- The lack of a physical HE presence in the area will mean we need to develop smarter engagement between the HE/FE sectors and business – businesses being clearer about what they need (and are prepared to invest in) and skills providers being more agile in meeting those needs. We support the aspiration for attracting greater HE investment in the area, specifically the proposals for development of HE presences in the South Wiltshire research triangle and Swindon (including current UTC proposal);
- Building a more integrated approach to Enterprise and business between secondary and tertiary education will help address the 16-24 employment challenge;
- Exploiting the economic potential of the Military personnel (presence) in the area, specifically:
  - the Army on Salisbury Plain;
  - the change of use of the Lyneham base to a tri-service training facility;
  - the tri-service communications facilities at Corsham, and;
  - the defence research establishments at Porton/Boscombe Down.
- Working with delivery partners on the provision of affordable housing to support/encourage employment mobility/availability.

Economic Infrastructure

Infrastructure is recognised as being a critical success factor for delivering economic growth. The Partnership has identified the key areas as:-

- **Transport infrastructure** - A balanced approach is required between road and rail priorities as they both impact significantly on the economy. The LEP focus needs to be ‘forward-looking’, reflecting established and future spatial priorities that underpin economic and projected population growth - these include:-
  - Recognised ‘pinch points’ in the strategic/local road infrastructure;
  - Main line electrification;
  - Direct rail Heathrow Link;
  - Long-term potential impact of HS2 route on economic investment;
  - Improved Passenger Franchise (GW) that includes Regional Rail routes - Gloucester/Oxford > Swindon > Salisbury;
  - North/South road connectivity i.e. improvements to A303, A350, A417/9/A420;
  - Local Transport priorities - alignment with Swindon/Wiltshire proposals.
- **Broadband** – the LEP needs to support/build partnerships/consortia to influence the planned significant investment, ensuring that it is prioritised and leveraged to obtain greatest economic impact.
The LEP proposal to Government set out some ambitious and challenging targets around job creation. The Partnership will seek to put in place other SMART outputs that will keep the business community interested and engaged. Initial targets to 31 March 2015 include:-

**Primary Objectives**
- The creation of 10,000 new private sector jobs;
- Safeguarding a further 8,000 jobs;
- Connectivity - delivered high speed Broadband infrastructure to a minimum coverage of 85% of the LEP area, with 100% at strategic employment sites.

**Initiatives**
- Supporting the creation of new business start-ups and improvement on the 2010 baseline survival rate of 67.5%\(^3\) to 75% by 2015;
- Support the delivery of at least 30 hectares of employment land to the market in the sub-national area;
- Development of robust Communications and Marketing strategy that will raise the profile/credibility of the LEP, using the full spectrum of media channels – specifically a dynamic and user-friendly web presence;
- Develop an Inward Investment offer that will:
  - Raise the awareness internationally of the area that is ‘open for business’;
  - See 15 new businesses locate in the area and secure £50m of financial investment;
  - Contribute 2,000 new jobs to the target above.
- Access relevant government funding initiatives that will support our economic growth targets;
- Improve GVA (2009 baseline £20,385\(^4\)/England £20,498) to above the national average.

**Cultural & Economic Enablers**
For the Partnership to achieve its strategic objectives, it needs to be credible and build a high profile with the business and public communities. Positioning (Brand) will be critical if it’s to establish its role as catalyst, honest broker and gateway for business and government alike. Building wider networks (partnerships) will be key to getting its message out into the business base. Key outcomes are, therefore:-
- Developing a Partnership that is robust and sustainable – that retains the engagement of key business and public sector executives – creating a forum where economic issues can be debated and common solutions developed for the benefit of the Wiltshire & Swindon economies;
- Building a reputation and track record as a credible, objective and independent organisation that becomes the ‘voice of business’ for the area – both within Swindon & Wiltshire and externally;
- Development of an evidence base that is up-to-date, factual and forward-looking to support informed, objective decision-making at a strategic level.
- Work towards better alignment of local strategies and policies – specifically strategic planning – to develop a more coherent economic profile (zone).

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\(^3\) Composite figure for LEP area : 3 year Survival rates for Wiltshire 68.3%; Swindon 65.1%

\(^4\) Composite figure for LEP area : GVA for Wiltshire - £17,492; Swindon £27,616 – South West £18,184
**Governance, Business Engagement, Communication, Evidence Base & Administration.**
The Government is clear that the LEP network will not become bureaucracies, heavily dependent on central public funding. Local partners are expected to match, if not exceed, any government contribution to their running costs. This defines how this Partnership will operate in the short/medium term – the bulk of funding, so far, has come from the two Unitary authorities – *a task for the incoming Board will, therefore, how we can leverage in more support from the business base if they are to develop the role of the LEP.*
During Year One, the Board will need to determine what it wants to achieve, the cost of those activities and how it will secure the resources (human and financial) to deliver.

**Capacity Funding (Budget) – 2011/12**
The budget to 31 March 2012 was costed at £130,000, split equally between local partners and BIS. There are clear criteria set down by BIS on how their funding can be used, the main activities being:-

- Board Development; Research and evidence and Communications – developing capacity and engagement with stakeholders.

The ‘local’ contribution covers administration and running costs – and includes ‘benefits in kind’, such as staff time supporting the Secretariat.

**Capacity Funding (Budget) – 2012/15**
BIS have revised the criteria for the three year programme, to reflect the expectation that the Network will widen its remit to delivery. Up to £250,000 each year will be available, subject to ‘local’ matched funding.
A review by the Board is underway to determine how these arrangements – and wider implied responsibilities – are resourced going forward. This will include structural as well as operational capacity.

**Work Programme (See Appendix Two for detailed work programme)**
The LEP Board focus for Year One is on the following areas:-
- Development and implementation of the 2012-15 Business and Delivery Plan;
- Development of a Communications, Marketing and Engagement Strategy;
- Securing a sound financial base for the Partnership;
- Securing investment - private and/or public - to achieve some early successes for the Partnership;
- Establishing priorities and Board (sub-group) leadership responsibilities. Some of these are already emerging and include:-
  - Investment of the Growing Places Infrastructure Fund
  - Development of a Rural Growth Network
  - Strategic Sites
  - Transport Infrastructure
  - Military Civilian Integration – exploiting the Economic Potential
  - Key Sectors, such as:-
    - Tourism and Land-Based industries, including Food & Drink
    - Life Sciences and Low Carbon/Environmental technologies
- Use/Development of Fiscal Incentives, including:-
  - Local Business Rates
  - Community Infrastructure Levy (Roof Tax)
APPENDIX ONE
Business Activity Plan – April 2012 to March 2013

The Swindon & Wiltshire LEP Board have set out their ambitions for growing the Area’s economy in its inaugural four year plan. A number of outputs (targets) and outcomes have been agreed that will demonstrate how the Partnership has been successful in making an impact on economic growth, wealth & job creation. Four strategic themes have been identified:-

- Inward Investment
- Stimulating Growth
- Job Creation, Education & Skills
- Economic Infrastructure

These are underpinned by a structural activity around Governance, Business Engagement & Consultation, Evidence Base and Administration.

**Primary Objectives**

- The creation of 10,000 new private sector jobs;
- Safeguarding a further 8,000 jobs;
- Connectivity - delivered high speed Broadband infrastructure to a minimum coverage of 85% of the LEP area, with 100% at strategic employment sites.

**Initiatives**

- Supporting the creation of new business start–ups and improvement on the 2010 baseline survival rate of 67.5%\(^5\) to 75% by 2015;
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- Develop an Inward Investment offer that will:
  - Raise the awareness internationally of the area that is ‘open for business’;
  - See 15 new businesses locate in the area and secure £50m of financial investment;
  - Contribute 2,000 new jobs to the target above.
- Access relevant government funding initiatives that will support our economic growth targets;

The LEP Board has recognised the need to prioritise its finite resources and will focus its efforts on three economic zones :-

- M4/Great Western Main-line Corridor
- A350/Trans-Wilts Crescent
- A303 Corridor

\(^5\) Composite figure for LEP area : 3 year Survival rates for Wiltshire 68.3%; Swindon 65.1%
<table>
<thead>
<tr>
<th>Theme</th>
<th>Planned Actions</th>
<th>Milestone</th>
<th>Progress</th>
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| **Inward Investment** | • Develop a relationship with UKTI to raise the national profile of the area’s strengths  
  • Establish delivery structure across the LEP area:--  
    o Forward Swindon  
    o Invest in Wiltshire  
  • Agree performance indicators with Delivery teams and reporting process | Put in place a Memorandum of Understanding by 30/06/2012  
  Joint working protocol established by 30/09/2012  
  MoU protocols around training / Sector propositions in place by 30/09/2012  
  FDI Board sub-group to receive quarterly progress reports on activity by 31/12/2012 | Achieved  
  Achieved  
  Achieved  
  Under Development |
| **Stimulating Growth** | • Board Sub-group to lead identification of levers/tools to stimulate indigenous growth, specifically:--  
    o Business Survival rates  
    o Increase exporting activity in SME base  
  • Growth Sectors  
    o **Life Sciences**  
    o **Military** | By 31/03/12  
  Through Partners - Map existing activity/trends for:-  
  • Start-up/Survival rates  
  • Existing Export Base/ Sector/Business size  
  Develop engagement strategy through/with key delivery partners  
  Broker development of a compelling LS ‘Offer’ based on the South Wilts Research Triangle by 31/03/12  
  Establish the LEP as the network lead for MCI and develop a project that will deliver Army 2020 objectives and retain skills base in the area | Under Development  
  In Progress  
  In Progress |
<table>
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<tr>
<th>Job Creation, Education &amp; Skills</th>
<th>Advanced Engineering</th>
<th>Financial &amp; Business Services</th>
<th>Tourism</th>
<th>Advanced Engineering</th>
<th>Financial &amp; Business Services</th>
<th>Tourism</th>
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| • Employability                  | By 31/03/12          | Map existing strengths (clusters) and identify growth potential/opportunities to:  
|                                 |                      | • Support FDI work-stream  
|                                 |                      | • React to UK Plc opportunities – including supply chain development for OEMs  
|                                 |                      | Develop engagement strategy through/with key delivery partners |
| • Apprenticeships                |                      |                               |         |                      |                               |         |
| • Business Engagement in Schools |                      |                               |         |                      |                               |         |
| • Access to Higher Education     |                      |                               |         |                      |                               |         |
| • Lobbying for more integrated Education policy |                      |                               |         |                      |                               |         |
|                                 | In Progress          |                               |         |                      |                               |         |

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<th>Economic Infrastructure</th>
<th>Swindon &amp; Wiltshire Deal (CD2)</th>
<th>Rural Growth Network</th>
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<tr>
<td>• Swindon &amp; Wiltshire Deal (CD2)</td>
<td>Develop successful EoI, leading to Wave 2 deal with government – by 31/03/12</td>
<td>Secure pilot scheme;</td>
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<td>Governance</td>
<td>Action</td>
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<td>• Development of Board sub-group</td>
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<td>• Evidence Base</td>
<td>Commission research to support evidence-based decision making</td>
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<td>• Profile</td>
<td>Develop C &amp; M Strategy by 31/10/12 Refresh/further develop Web-site to improve impact by 31/10/12</td>
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<td>o Delivery Channels</td>
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| Growing Places Infrastructure Fund           | Implement by 31/03/12 Develop scheme and agree initial project investment by 30/09/12 | In Progress |
| Regional Growth Fund                         | Support local proposals:- Herman Miller (£3m) Porton Science Park (£10m) S & W RIF Fund (£25m) (Dyson) | Unsuccessful |

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## APPENDIX TWO
### Business Plan Activity – Board Leads/Responsibilities

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<th>Indigenous Growth 2</th>
<th>Skills &amp; Education 3</th>
<th>Economic Infrastructure 4</th>
<th>Governance (*Inc. Comms &amp; Marketing)</th>
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<th>Rural Growth Network</th>
<th>Strategic Sites Development (RGF?)</th>
<th>Fiscal Incentives/PS Funding (S.Grp)</th>
<th>MCI</th>
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<td>Paul Johnson (C)</td>
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<td>Joint Lead</td>
<td>Support</td>
<td>Support</td>
<td>Joint Lead</td>
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<tr>
<td>Nicky Alberry</td>
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APPENDIX THREE
Indicative Budget 2012/3

This Section is being revised following recent funding changes
APPENDIX FOUR
Swindon & Wiltshire – Geography
APPENDIX FIVE
Swindon & Wiltshire - Statistics

Geographic Area
- 3,485 sq km

Landscape
- 44% is in one of 3 AONBs
- Salisbury Plain covers 780 sq km
- 1.5% has World Heritage Site status

Location
- 90 miles Swindon to London
- 20 miles Salisbury to Southampton

Population
- Total 661,600 comprising:-
  - Swindon 201,800 (850 per sq km)
  - Wiltshire 459,800 (140 per sq km)

Business Base
30,020 businesses - 89% of whom employ less than 10
- Swindon 7,095
- Wiltshire 22,925

Economically Active
- 52% (340,300) of population

GVA
England 100% - SW Region 91.5%
- Swindon 115%
- Wiltshire 87%
APPENDIX SIX
Board Biographies

Paul Johnson (Chair)
Paul has recently stepped down from the Chairmanship of Knorr Bremse Rail Systems (UK) Limited after 12 years as an Executive with the Company. Born in Swindon, he has spent his working life in Advanced Manufacturing and lives in Wiltshire. Paul has been very actively engaged in the wider industry and local business networks – Chairing the Railway Industry Association and currently Chair of the Wiltshire Strategic Economic Partnership. He has been a Director on the SW Board of the EEF and Patron Director on the Board of Wessex Association of CoCs. Involvement in the community has included Chairing the Mid-Somerset Festival and being a Governor of Melksham School.

Nicky Alberry
Joint Chair of GWE Business West, Nicky joined Swindon-based GWE in July 1991 and was Chief Executive until March 2005, then Chair until April 2008. GWE then merged with Business West and she became Joint Chairman.
GWE Business West provides business leadership, business membership and business services, and employs around 200 staff with an annual turnover of £23m with Head offices in Swindon and Bristol.
Outside of work she is Vice Chair of the Community Foundation for Wiltshire and Swindon and a founding member of the Swindon Cares Fund Raising Appeal. She is active in the Rotary Club of Swindon and she is a Deputy Lord Lieutenant for Wiltshire. Nicky also sits on the Companies House Steering Board as a Non Exec Director and was a member of the Business Working Group that set up the Swindon & Wiltshire LEP.

Rob Angus
Head of Group Strategy & Planning at Nationwide, he was appointed in May 2011. Rob is a qualified Accountant (ACCA) and Tax Manager (CTA). Rob joined Nationwide in 1995 and worked in a number of operational and technical roles at Nationwide Investment Group.
Between May 2006 and January 2008 Rob worked on the project to sell NIG to Legal & General. From January 2008 to September 2010 Rob worked in Group Strategy & Planning as Head of Corporate Planning. In September 2010 Rob led some strategic thinking and negotiation in respect of the Retail Distribution Review (RDR) providing business lead to one of our key Strategic Programmes.
In his current role he is responsible for formulation of our Group Strategy & Corporate Plan, Economic and Market analysis, management of rating agencies & investor presentations and analysis of strategic opportunities.
David Ashmore
David is Chief Executive of GreenSquare Group - a major housing, regeneration social enterprise which owns over 10,000 homes across Wiltshire, Swindon, Oxfordshire and Gloucestershire. The Group comprises of charitable and commercial subsidiaries, including an in-house construction management company and a Swindon-based gas installation business.
It is currently investing c£200m developing over 1300 mixed tenure homes including several projects with Kevin McCloud's company HAB. GreenSquare employs 450 staff, has a turnover of £50m and supports a range of training and employment initiatives. David has worked in senior positions in housing for 35 years and been CEO of three organisations since 1988. He is a Fellow of the Chartered Institute of Housing and gained an MBA at Birmingham University in 2000. His non-executive experience includes Chairing the North Wiltshire Local Strategic Partnership and the SW Regional Committee of the National Housing Federation.

Mark Barnett
Mark is the Chief Operating Officer for The Consortium and joined in 1996, having previously held the position of Divisional Procurement Manager at Remploy. The Consortium is a Trowbridge-based business that provides a wide range of goods and services including stationery, furniture, energy, catering and food management - together with specialist resources for the education and care sectors. The business has an annual turnover of £45m (2011) and profits of £5m.
Mark's wider business mission is the development of sustainable supply chains and he sits on the UK steering committee of the United Nations Global Compact. He is also a Director of the Wiltshire Strategic Economic Partnership and was a member of the Business Working Group that set up the Swindon & Wiltshire LEP.

Councillor Roderick Bluh
Conservative Leader of Swindon Borough Council since 2006, he has represented the Dorcan ward since 2004. Rod chairs the executive cabinet and takes a direct interest in the regeneration of the Town centre as well as supporting the drive for sustainable economic growth that will bring benefits to all those who live and work in Swindon. He still retains his interest in business and is involved in a wide range of community projects.
Graham Dean
Graham is Director of UK Operations for Herman Miller, a US-owned global company whose core competencies include innovation, using problem-solving, research-based design to target existing and emerging social change and customer needs. It works exclusively with a network of leading independent designers, combined with a diverse and global supply chain, to develop innovative solutions. A recognized leader in environmentally responsible product design and business operations, The business operates from sites in Bath & Chippenham and Graham is responsible for ensuring that their UK operation meets the investment needs of the parent company by meeting the needs of their European client base.

Brigadier Piers Hankinson MBE
Brigadier Piers Hankinson assumed command of 43 (Wessex) Brigade September 2011 – the regional garrison for the South West, based on Salisbury Plain. An experienced front-line soldier, he was commissioned into the 17/21st Lancers in April 1984 and has undertaken nine operational tours – seeing active service with the 2nd Royal Tank regiment in the Iraq war. He also has considerable strategic planning experience with staff appointments as Chief of Staff, 4th Armoured Brigade and Military Assistant to the Vice Chief of Defence Staff (MoD). Prior to this posting, he was Director Land Warfare; responsible for support, analysis, tactical lessons process, tactical doctrine, experimentation and development for Land Forces. He is also the British Army’s National Director for ABCA¹ and Permanent Military Expert for FINABEL

Councillor Jane Scott OBE
Leader of Wiltshire Council since 2003, Jane represents the By Brook ward and has shown real commitment and drive in developing the Authority’s role of supporting the development of Wiltshire’s economy. With the support of the business community, she led Wiltshire Council’s successful bid for Unitary status in 2009 and this is now delivering real benefits to all those who live and work in the County. She juggles her hectic political life with her business interest in a small stock breeding farm in the county. She was a member of N.Y.A and a member of LSC and Chairs the Wiltshire Public Service Board and MCI Board.
**Steve Stone**
Currently Chair of Wiltshire Colleges, Steve represents the FE/HE sector on the Board. An experienced business executive he spent his career in the Polymer industry and as an executive director of Avon Rubber was responsible for expanding that company’s manufacturing interests around the world.
Since stepping down from that role in 2005, Steve has been actively involved in the economic development of Wiltshire through his Chairmanship of the Wiltshire Strategic Economic Partnership and engagement in the FE arena.
His ability to articulate the skills needs of the Business community and his commitment to addressing the youth unemployment challenge by driving the up-take of Apprenticeships are having a real impact.

**Peter Wragg**
Owner of Widbrook Grange Hotel, Bradford on Avon, Peter is also Chairman of Visit Wiltshire Limited - the company tasked with the development of the area’s Visitor Economy by raising awareness of Swindon & Wiltshire, generating additional tourism visits and spend. Peter also Chairs Team St Laurence Limited, a company running facilities management contracts in schools and is a Director of Bath Rugby Foundation, a registered charity promoting healthy lifestyle choices. By using the appeal of the club and the sport to deliver educational programmes, it helps children who have a variety of difficulties.
Peter previously worked in the Automotive industry and lived and worked in Europe, the Middle and Far East, American and Africa. His base discipline is marketing and he was North American Market Director Volvo Truck Corporation. Progressing into General Management, he became Managing Director of a UK Volvo subsidiary, Managing Director of an automotive marketing services company and Group Managing Director of Marshalls East Africa PLC.