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regeneration · innovation · technology · enterprise
CSW HIGH TECH CORRIDOR

CSW High Technology Corridor Strategy Document 2006 – 2008

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1.1 Corridor vision statement;

"Imagination is more important than Intelligence."

Albert Einstein

The vision for the Coventry, Solihull and Warwickshire High Technology Corridor is to create wealth for its economy by linking imagination with technology. This means developing technologies of the future whilst also harnessing the Intellectual Capital that will drive these technologies forward.

There have been far reaching developments in this new age, brought about by increased competition, socio-economic change, faster flows of information and communication, greater business complexity, and pervasive globalisation. Continuing, far-reaching technological advances also characterise this new environment. All indications are that these advances will accelerate through the next 20 years with experts predicting that the three forces driving the New Economy will be:

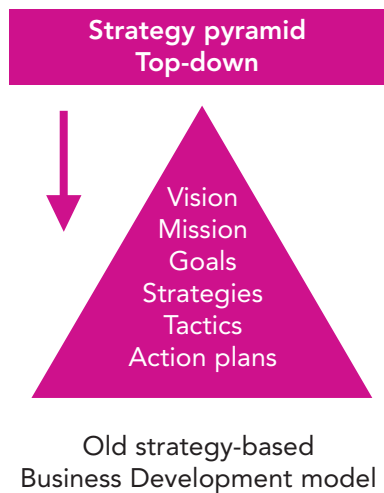
1. **Knowledge:** intellectual capital as a strategic factor.
2. **Change:** continuous, rapid and complex.
3. **Globalisation:** in R&D, technology, production, trade, finance, communication and information,

The CSW area has been at the centre of change since medieval times, constantly looking to reinvent itself in keeping with the transforming environment. It has within it a diverse ethnic population with strong global links. There is a highly skilled and talented workforce and two leading universities driving the knowledge base. This strategy seeks to ensure that we retain and build on our unique strengths, which contribute so much to the region's competitiveness and wealth.

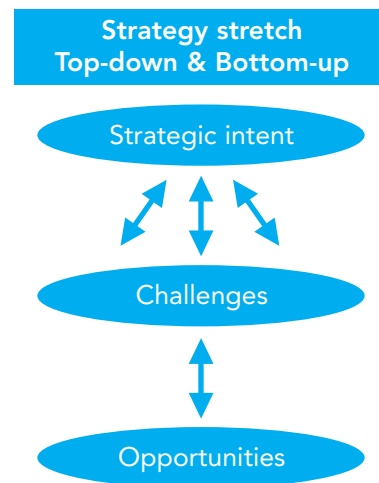
By creating an environment where imagination and technology can flourish, we will create a sub region where skilled, creative and talented individuals want to work, live and contribute and share in the area's prosperity.

In the current environment, the traditional top down Strategy Pyramid (shown in the diagram overleaf) is slowly being redefined and replaced by the Strategy Stretch. This incorporates opportunities and links these to competencies and the changing environment. It is no longer viable to have a strategic intent without reference to the fast evolving business environment, business opportunities and challenges relevant to the time and place of operation.

The corporate strategy logic Strategy Pyramid (old) vs. Strategy Stretch (new)



- Effective in known & stable environment
- Builds on existing competencies



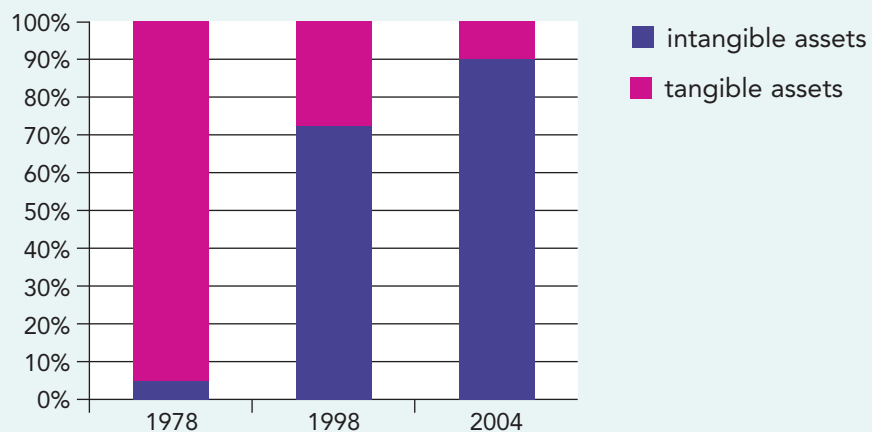
- Effective in known & stable environment
- Builds on existing competencies

Knowledge and continuous learning are now critical elements of success. In the new economy, the knowledge component of products and services has increased dramatically in importance to become the dominant component of customer value. The shift to knowledge as the primary source of value has made those who manage, create, find and combine knowledge effectively into new products and services faster than their competitors, much more competitive on the global arena.

Intellectual Assets

The major drivers of business in our modern economy

Relative significance of intangible assets compared to their tangible peers in business



The CSW Corridor has inherent advantages, some of which have already been highlighted in this document.

Given the needs of the new high-tech economy, the corridor further aims to harness the power of our high-tech expertise and top-flight academic institutions, to lever-in new private and public funding and to create a sustainable and competitive sub region.

In the new economy, where intellectual capital is key to increased competitiveness, it is vital that the corridor contributes to building the sub-region's knowledgebase through retention of graduates who will help turn ideas and technologies into products and processes for our sub region.

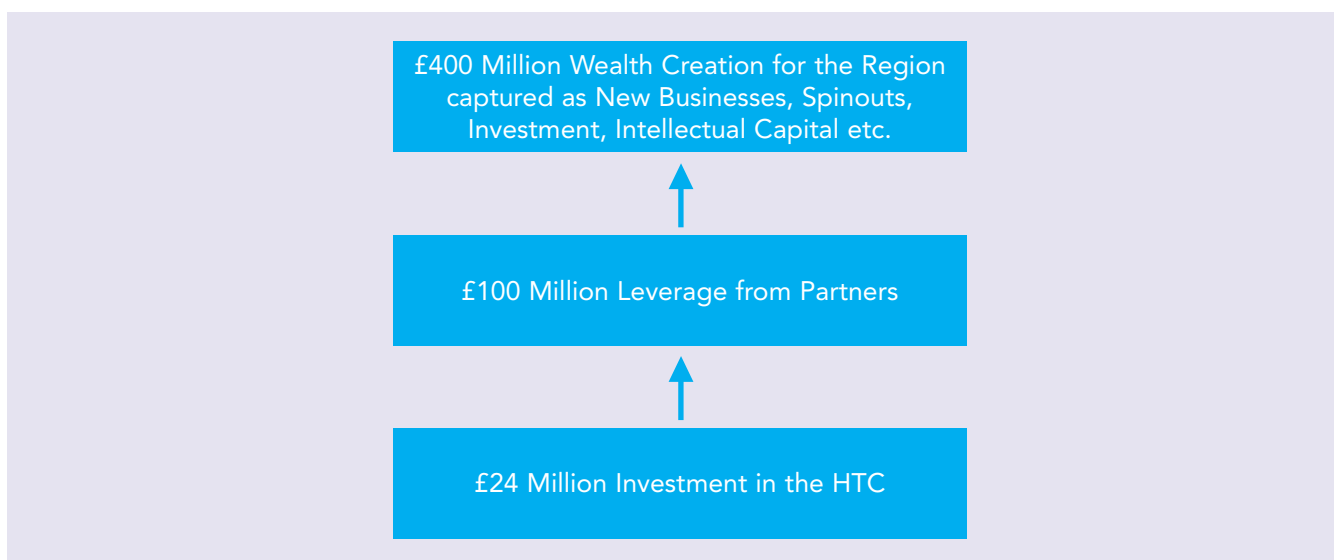
Finally, the Corridor is fortunate in having links with the region's Connexions service, which has access to young people. This strategy formalises the relationship and builds on it to encourage young people to have ambitions that align with our vision for the sub-region.



Our Strategic Goals for the 2006 – 2008 period

To achieve our vision of creating an Intelligent, Imaginative and Competitive Corridor our goals include:

- **Wealth Creation:** The initial CSWP HTC Investment of £24 million Capital must leverage 100 million (both Revenue and Capital) from partners and other sources and finally generate £400 million in terms of economic wealth in the corridor.



- **Flagship Projects:** The combined strategies, expertise and creative thinking of the corridor partners will help to transform innovative ideas into a clear vision and a clear vision into reality. Seeking to play a key role from conception through to creation, we aim to have 4 flagship projects established by 2008 with the following timelines.

- 1 to be approved by 2007
- 3 to be approved by 2008
- Development to have been started on at least 2 projects by 2007.

Whilst we are still in the process of developing these projects, some examples of those currently in development are Motor City, Warwick Digital Laboratories and the Health Design Technology Institute. In addition to this, we are investigating the potential to develop the 100-acre site at Ansty into an internationally prominent Medical Park.

- **HTC Branding:** For the CSW HTC to be seen as a centre of Technology for the region, it needs to be branded and marketed as one. The CSWP HTC nametag has to be recognised by its target audiences, the news media and technology firms. Keeping this in mind, our goal is to strengthen the HTC Brand and link it to Partner's visions by:

- Ensuring that every project funded by the corridor, is fully aligned with the corridor's values and brand.
- Marketing the corridor on the basis of our strong investment offer, by building on our close international ties.
- Establishing the corridor as a premier destination for overseas and other national high tech businesses to set up base in this sub region.

1.2 Statement of partnership's role in delivering the vision;

In the new environment, sustainable competitive advantage is achieved by continuously developing existing and creating new resources and capabilities in response to rapidly changing market conditions. Among these resources and capabilities, knowledge represents the most important value-creating asset.



The opportunity for the CSW High Technology Corridor to sustain competitive advantage is determined by distinctive capabilities and reproducible capabilities – and their unique combination with which we can achieve synergy.

Distinctive capabilities are characteristics that form the basis of sustainable competitive advantage and cannot be replicated by competitors. These can be of many kinds: patents, exclusive licenses, strong brands, effective leadership, teamwork, or knowledge.

Reproducible capabilities are those that can be bought or created by competitors and thus by themselves cannot be a source of competitive advantage.

The Distinctive Capabilities of the CSW High Technology Corridor derive from strengths already existent in the region. These include a great ability and potential for innovation, the presence of the University of Warwick, Warwick Science Park, Coventry University Technology Park, a host of other research organisations, skills and technical expertise, and a rich history of world-class industry. This is also an area of strong, established high-technology transport and ICT businesses supported by significant intellectual resources. Another area of distinctive capability for the CSW sub region is the Intellectual Capital which is being created in the areas of Serious Games, Medical Technologies and Digital Manufacturing.

We will build further on this by harnessing new technologies that look to transform our lives and jobs. These include Digital Technologies - especially technology interface opportunities, such as telemedicine, nutraceuticals, medical devices, motor sport, advanced building technologies and ICT.

Our distinctive capabilities are reinforced by the fact that we have a unique and vibrant partnership, which has within it both the corridor and the Coventry and Nuneaton Regeneration Zone. Furthermore, the partnership has links with the East Birmingham and North Solihull Regeneration Zone, and is responsibilities for leading key forums such as a 2020 vision for the sub region, 2012 Opportunities for the Olympics and the Visitor Economy. Combined with this we have a world-class brand in Stratford, which has yet to be developed to its full potential.

Other strengths include:

- Warwick Manufacturing Group
- National B2B Centre in ICT based in WMG
- Coventry Technology Park
- Coventry University School of Art and Design
- Coventry University School of Engineering
- Coventry University Built Environment Department
- A strong skills and design base in Motor sport and High Precision engineering
- Strong ICT and creative industries business cluster
- Significance in local medical & healthcare technology companies
- New Walsgrave UHCW "super" Hospital and Medical School
- 100-Acre site in Ansty earmarked for a leading Medi park.
- Birmingham International Airport and the NEC



There is also a huge opportunity on a global scale to boost trade and open avenues to work with China and India due to the existent and growing links with the region. Other global opportunities include expanding on our reputation of being a region of Peace and Reconciliation, developing new technologies and products to reduce global terrorism and improve human security.

The sub region's vision is consistent with the Regional Development Agency's agenda, where innovation and enterprise are recognised as primary drivers of economic prosperity. The strategy will strengthen opportunities and provide benefits for all technology-based and high value added businesses by improving collaboration between the region's stakeholders such as Local Authorities, Chambers of Commerce, premium Science Parks, Learning and Skills Organisations, and universities.

If economic success means moving from ambition to reality, there needs to be recognition of the actual and potential contribution to economic wellbeing made by a whole range of partners. The success of the Corridor strategy rests on the development of positive, partnership working between all those with a shared interest in the success of the sub regional economy and the organisations operating therein. Partners must therefore:

- Make a tangible contribution in terms of resources, which include staff, project ideas, funding and promotion.
- Have a common approach and agree metrics which include measures of key performance indicators
- Co-ordinate and make better use of existing inward investment activity

Through this strategy and our shared vision, we will ensure that there is joined-up working to achieve our goal of putting the Coventry, Solihull, Warwickshire sub region on the global map.

1.3 Strategic Context for CSWP High Technology Corridor

Broadly speaking, the West Midlands Economic Strategy (WMES) addresses two themes: Economic Regeneration and Economic Development. The CSW High Technology Corridor promotes technology-led economic development and therefore relates most closely to Pillars 1 & 2 of the WMES. The table below summarises Advantage West Midlands' funding allocations across the four Pillars of the Strategy.

Balance of Spend by Theme			
	Regional Economic Strategy Pillar	Forecast balance 2004-05 %	Projected balance 2007-08 %
} Economic Development →	Developing a Diverse & Dynamic Business Base	46	50
	Promoting a Learning and Skilful Region		
} Economic Regeneration →	Creating Conditions for Growth	54	50
	Regenerating Communities		
		100	100

Advantage West Midlands' Corporate Plan (2005-2008) refers to raising the innovation and enterprise performance of the region by:

- Raising the percentage of firms bringing high value added products and services to market;
- Increasing levels of technology transfer between the region's science/research bases and industry;
- Improving the rate of new firm formation in high knowledge content sectors, and
- Improving the level of business investment in R&D in the region.

Innovation is seen as central to economic growth and is an integral part of the Agency's cluster and High Technology Corridors initiative.

The publication of the national Innovation Report by DTI in 2004 marked a significant shift in thinking, putting innovation at the heart of national competitiveness strategy for the first time, supported by strong science and technology investment through the subsequent 10 year investment framework.

There is also strong support to promote the region as a high technology region by providing the infrastructure, skills and business support environment to develop, grow and attract high technology, high value added businesses.

The CSW High Technology Corridor is recognised as an area of high concentration of technology led and innovative businesses, together with research activity and business facing academic institutions, as such they have the potential to:

- Support the development of locally initiated West Midlands' technology and innovation-led businesses
- Attract technology led businesses to locate in the area; and
- Justify the expansion of world-class infrastructure in the public and private sectors to support the growth of leading edge technology businesses.

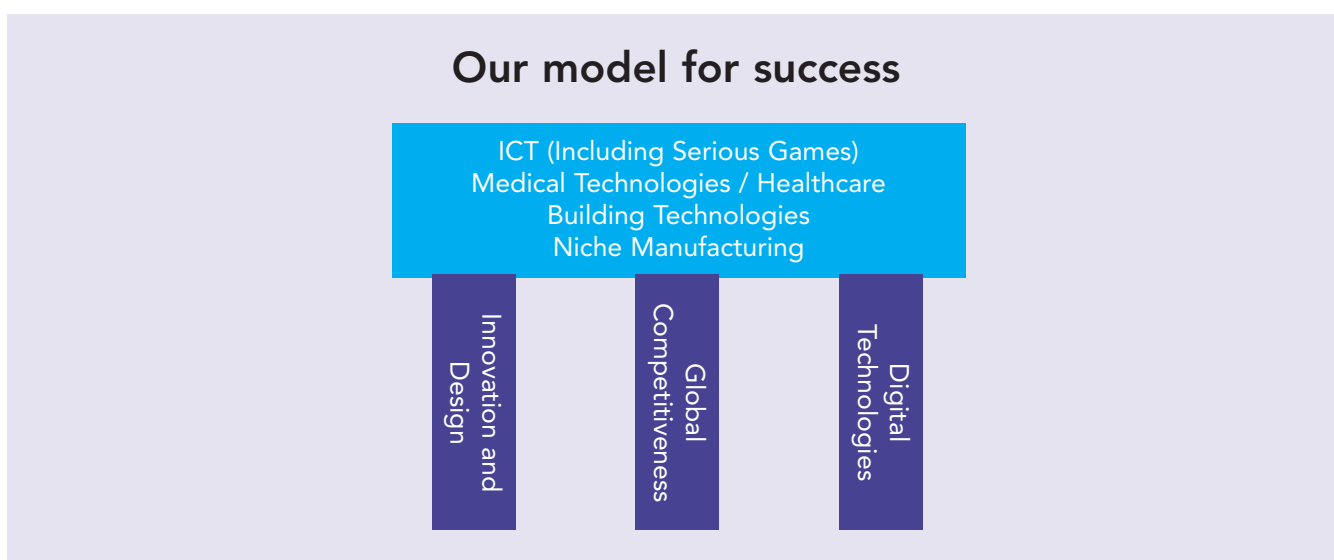
Apart from the above, there is other National and regional Strategy which links into areas of focus which is shown overleaf.

1.4 Priorities and Objectives for Planned Period

Strategy	Focus for CSW Corridor Development
WM RES	<ul style="list-style-type: none"> • Pillar 1 (enterprise performance, Access to finance, knowledge economy); • Pillar 2 (developing higher level skills, developing enterprise & entrepreneurship culture; • Pillar 3 (ICT infrastructure, sites & buildings);
Regional Spatial Strategy	Appropriate uses for major investment sites & other physical infrastructure
Regional Skills Strategy	Higher level leadership & managerial skills; refocusing of AWM capital investment away from FE projects (College refurbishments)
Regional Enterprise Strategy	New business support model; Creating a culture of entrepreneurship. Accelerating business formation; increasing productivity
Regional Innovation Strategy	Medical, Serious Games, Transport themes (plus advanced materials and energy); increasing investment in R & D
Regional Finance Forum	Seed and grow-on capital for new/small businesses; Funding for 'creative' industries
Regional Incubation Strategy	Emerging policy and provision need to be aligned with Corridor activity.
Regional Marketing Strategy	Improving perceptions of the region; raising the profile of the corridors as prime locations for high technology business investment/development
Regional Business Investment Strategy	Development & promotion of Corridor 'offer' to relevant UK/international markets. International trade development/support. Developing relationships with major/strategic employers in the corridor.
Cluster Development Strategies	Supporting the establishment and/or growth of Medical Technologies, ICT, Transport, Screen & Digital Media (Serious Games)
Regeneration Zones / Zone Implementation Plan Innovation Technology Council	The Agency has placed considerable emphasis on the need to improve strategic linkages between the High Technology Corridors/Regeneration Zones, and this strategy will seek to develop strategic linkages with those Business Clusters that are relevant to the technology strengths in the CSWHTC. In addition, the strategy will look to ensure linkages are made between the Innovation and Technology Council and the corridor.

The previous table demonstrates how this Strategic Plan relates to other key regional and sub-regional strategies to create an integrated strategic framework for the Corridor's development.

There are some specific strengths within this Corridor, which fall outside the cluster priorities but which, nevertheless, provide unique opportunities for Corridor development.. This Strategic Plan aims to create innovative opportunities for wealth creation around these strengths.



Thematic Focus:

- **Innovation & Design**

According to Lord Sainsbury, Parliamentary Under Secretary of State for Science and Innovation "In this globalised economy, capital is mobile, technology can migrate quickly, and goods can be made cheaply in low cost countries and shipped to developed markets. Countries like Britain cannot compete simply on low labour costs, the supply of raw materials, or land. We must seek competitive advantage by exploiting capabilities, which our competitors cannot easily match or imitate. These distinctive capabilities are knowledge, skills and creativity – capabilities which generate high productivity, effective business processes and high value goods and services."

The Government's recent Spending Review and the launch of the Science and Innovation Investment Framework both emphasise the importance of raising industrial investment and involvement in research. Lord Sainsbury also says "It is vital that the innovation, and the benefits from leading-edge scientific and technological research feed directly into exciting new products and manufacturing processes," "Through excellent collaboration between industry and Higher Education Institutions, the regional network of Innovative Manufacturing Research Centres are at the forefront of driving forward innovations in manufacturing and improving competitiveness.

There are two important sides to knowledge transfer – 'science base push' as well as 'business pull'. Although innovation depends largely on the knowledge, risk-taking, and creative energy of business, the Government remains committed to encouraging scientists and engineers to turn their research into new products and services and to engage more fully with business."

The DTI's Economic Papers No 15 dated November 2005 states that Creativity remains a vital part of the economy. The ability to generate a diverse set of business options through new ideas is a central feature of innovation and central to sustained economic growth. Design, as a structured creative process is an important competitive tool for future success.

Given the above, the priorities for Coventry, Solihull and Warwickshire are:

- To increase the recognition of the importance of innovation and design as a crosscutting theme in all Corridor businesses
- To retain the excellent skills and capabilities generated and existent in the sub region and to ensure that businesses recognise the added value.

• Global Competitiveness

According to the Lisbon Agenda, EU heads of state and government agreed an ambitious goal: to make the EU "the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion".

The task in the Coventry Solihull and Warwickshire High Technology Corridor is to identify those elements of local "infrastructure" that can be improved in order to enhance the competitive position of Corridor businesses relative to those in other regions of the UK, Europe and Global markets.

Some of the challenges facing the Corridor include:

- Supporting technology based SMEs in accessing new markets
- Making more of the skills and technologies in the Universities and improving graduate recruitment from the two Universities into Corridor businesses.
- Early engagement through managed high technology-business student placements and part time employment.

In light of the above, priorities for the Corridor include:

- Building and focussing on key assets, to create economic gains in line with the Regional Economic Strategy. In part this will involve generating business activity in an emerging area of technology. In these cases there are 'early to market' advantages to be won, such as with Serious Games, Digital Technologies and Healthcare.
- Investing in hard and soft infrastructure to develop new opportunities and enhance the competitive position of technology-based businesses.
- The government estimates that poor skill levels among the national workforce are holding the economy back to the tune of £10 billion a year. Feedback from businesses in the key Corridor technology sectors also suggests that skills and workforce development are likely to become increasingly important in ensuring that the Corridor's businesses can grow and develop a competitive edge.
- By exploiting our knowledge base more effectively, for example creating spinout companies, the Corridor will create a more productive and competitive business base.



• Digital Technologies:

Digital technologies, especially the convergence between manufacturing and IT, have been identified by the DTI/OST as major areas for economic investment and future growth and are the cornerstone of the knowledge economy. Competitor nations such as the US and Japan are investing in capability and it is crucial for the long term success of manufacturing and associated sectors that investment in physical and knowledge infrastructure in the UK is initiated. The CSW area has a strong manufacturing base and is a focus for ICT related businesses – the opportunities for combining the two sectors are considerable.

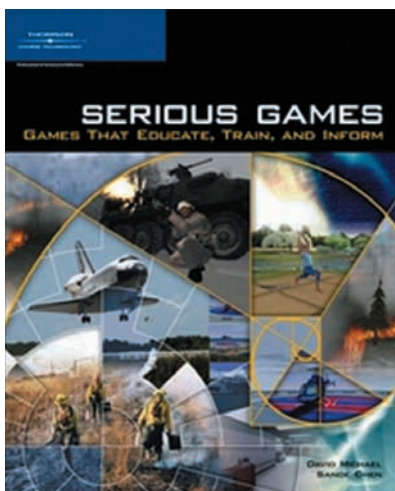
Priorities for the area are to:

- Meet the gap in the market by providing access to specialised digital infrastructures and look to provide the interface between companies and the knowledge and research base;
- Transfer emerging knowledge directly from the University through fundamental and applied R&D collaboration;
- Provide SME focused training, showcasing and business outreach.
- Harness the next wave of technology.

Currently such expertise and facilities remain aspirational to most companies. To ensure future economic growth and prosperity it is vital that the corridor gains a foothold in the digital arena.

Clusters Specific Focus:

• ICT Cluster (including Serious Games)



The vision for this Cluster is for the West Midlands to be recognised as the 'Digital Foundry of the World'. By 2010 the West Midlands aims to be an exemplar region, exploiting and coordinating its Information and Communications Technologies to drive the UK economy beyond the knowledge divide through enhanced productivity, competitiveness and efficiency.

The ICT sector employs some 57,000 people in 3,000 firms delivering £4 billion turnover, 30% of which are located in the CSW Corridor. We also have 3% of global games output being based here.

The importance of the emerging sector of Serious Games has already been recognised by Advantage West Midlands. The Screen Image and Sound Cluster project, 'Diversify the Games Industry', has been commissioned to find new routes to market and support businesses to develop new models to engage with new customers. The Agency's Innovation and Technology Council is also considering supporting the sector as a spearhead for the development of the digital media sector.

The window of opportunity for taking a real lead in this emerging sector is very small. Other regions in the UK and Europe are exploring the potential and beginning to commission activity, demonstrating that action is needed now.

Currently growth is being driven by the public sector, most notably in defence, education and health. While there is insufficient data to validate the sector's overall growth potential, comparisons with similar industries suggest excellent prospects.

- U.S. Textbook market \$3 Billion
- Corporate Learning \$66 Billion
- Government Training \$40 Billion
- BM Training Budget \$700 Million +
- U.S. Army Training \$7 Billion +
- E-Learning \$10 Billion +
- Government Simulations \$3 Billion
- Business Analytics \$5 Billion +

Source: *Proceedings from Serious Games Summit (2005)*

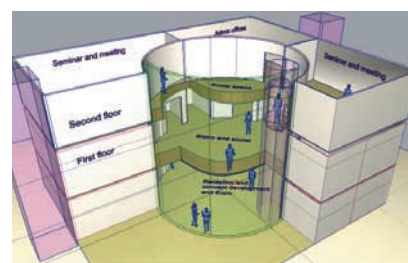
ICT is important to the corridor for two reasons: first, output from firms within the sector accounts for a significant proportion of sub regional output; and second, as an enabling set of technologies, ICT supports almost all sectors of the economy. Hence, the creation of a dynamic and successful ICT Cluster in the corridor will have a substantial knock-on benefit for the sub regional economy as a whole. The sub region could become renowned for its R&D and innovation in the digital industries by:

- Creating a networked business community
- Managing the transition from manufacturing to services
- Focusing on a small number of sub sectors such as Serious Gaming in which the region has particular strengths.
- Exploiting the strong knowledge base in the sub region's Universities – promoting links between industry and the wealth of intellectual expertise in the sub region's Universities.

These could provide the launch pad for a truly high technology, knowledge-based sub regional economy, where there are opportunities to work at the interface of different sectors, for example manufacturing and electronics. These interface areas could open up a myriad of new opportunities, the potential of which we are already seeking to realise through projects such as Warwick Digital labs and the establishment of the Serious Games Institute.

• Medical Technologies Cluster

The Medical Technologies Cluster comprises businesses that operate in the market for any instrument, apparatus, material or other article, whether used alone or in combination, including the software necessary for its proper application intended by the manufacturer to be used for human beings for the purpose of diagnosis, investigation, monitoring and treatment.



This sub region recognizes the importance of this cluster and the part it can play particularly in the key areas of :

- Innovation – helping individuals and companies to commercialise their good ideas. The sub region has significant strengths in R&D (e.g. being a centre of expertise for clinical trials).
- Foresighting – identifying the emerging trends in healthcare and medical technologies and sharing this information with partners and companies.

In this area, we are looking to support the cluster's development through projects such as the potential MediPark at Ansty and the establishment of the Health design Technologies Institute.

• Building Technologies

Building Technologies directly contributes more than £6 billion and 250,000 jobs to the regional economy. The cluster is at the core of the physical and social regeneration of the sub region and creates major opportunities for jobs and improvements to quality of life.

The building technologies cluster is undergoing rapid transition, from a low technology, site-based industry to a dynamic provider of manufactured built environments. The CSW Sub region has core strengths in building materials, design and manufacturing. These strengths will be built upon through interventions such as the Advanced Construction Training UK project.



• Automotive Technology / Niche Manufacturing



The West Midlands is the UK's 'centre of gravity' for the automotive industry with a 33% share of vehicle output and a strong presence of major vehicle manufacturers (OEMs). There is estimated to be at least 1500 dedicated automotive suppliers in the region, including 17 within the first supply tier and well-developed lower supply tiers. There is also a significant R&D presence, which includes several independent and OEM-owned facilities. The decline of major players in the region such as Jaguar, Land Rover and Peugeot reinforces the view that the future lies in niche specialist manufacturing which we are looking

to promote through projects such as Motor City/Niche Vehicle Manufacturing.

30% of regional motor sport activity is located within the CSW High Technology Corridor and the sub region aims to be a centre of excellence for niche vehicles, advanced automotive technology and advanced materials. The close association with both local Universities allows for a high degree of interaction between creative companies that will result in additional benefits to the local business community.

A recent report on Motor sport in the CSW region stated that "...its strength lies in its breath of activities across the automotive spectrum which includes low volume car production and automotive and performance engineering activities..."

1.5 Organisational / Governance Structure

This strategy is expected to improve strategic linkages between the High Technology Corridor, Business Clusters, Regeneration Zones and the Innovation and Technology Council.

Through appropriate governance structures we are looking to create an indigenous platform for the long-term competitiveness and sustainability of the sub region.

To adequately monitor the Corridor Action Plan, the CSWP Secretariat will ensure that appropriate management and financial systems are in place and fulfil audit requirements. All activity will be monitored and evaluated and reviewed at regular intervals. CSWP will also lead and implement effective consultation and participation across the sub-region as well as engaging national and regional interest by creating a powerful voice for the sub region. This will ensure that decision making is managed and led locally and that the views of High Technology Corridor partners are taken into account during consultation on new or revised regional strategies.

Formal roles will rest with the:

CSWP Enterprise and Innovation Board

This is the Sub-Board of CSWP Ltd., which is responsible for the Corridor programme. The Chairman of the Corridor Strategic Advisory Group (see below) will be a member of the Enterprise and Innovation Board. Its function is to oversee the High Technology Corridor for CSWP Ltd., and to be responsible for the strategy that underpins the Corridor Programme.



It will:

- Receive the decisions of the Strategic Advisory Group (SAG).
- Receive, for formal approval, 'full project applications' for submission to AWM.
- Receive monitoring reports on the progress of the Corridor programme.
- Determine and review the strategy for the Corridor.
- Consider other major policy and strategic issues relevant to the Corridor.

Enterprise and Innovation Board meetings will be convened every two months, with additional meetings if business dictates that this is necessary.

CSWP Secretariat

The Secretariat is responsible for establishing and managing the decision making process and day to activities of the HTC Strategy.

The Secretariat:

- Will provide advice to applicants and specifically will work with them, in conjunction with AWM, in the preparation of outline and full applications for funding.
- Is responsible for ensuring the strategic management and review of the overall programme.
- Is accountable, and will report to the CSWP Enterprise and Innovation Sub-Board and will support the Strategic Advisory Group.
- Is responsible for formal communications with AWM.

Strategic Action Group (SAG)

The Secretariat has established the SAG for the Corridor, which consists of representatives from partner organisations (the LAs, the LSC, Chamber, Business Link, The Universities, UWSP Ltd and the Secretariat itself).

Its function will be to:

- Develop clear strategic assessment criteria against which applications may be considered
- Appraise outline project applications against agreed criteria
- Monitor progress
- Undertake strategy review as required by the Enterprise and Innovation Sub-Board and advise the Sub-Board on matters relevant to the effective implementation of a High Technology Programme for the CSW Corridor
- It will meet monthly unless there is no business.

Advantage West Midlands (AWM)

AWM will work alongside the Secretariat and participate, in an advisory capacity, in the appraisal and decision making processes of CSWP for the Corridor. AWM will only determine applications that have been submitted via the Secretariat.

AWM will provide the Secretariat with up an up to date calendar of the approval path including relevant internal meetings and report its decisions in a timely manner.

AWM will also provide monitoring information on the progress of projects and also liaise with and inform the Secretariat on any matters of concern regarding the programme and individual projects. This might include matters such as EC State Aids policy and Government Regulations. AWM will consult with and advise the Secretariat on all matters of policy regarding the High Technology Corridors as a delivery mechanism of the West Midlands Regional Economic Strategy.

1.6 Key Partners and Stakeholders

CSWP is a vibrant public and private sector partnership. It was established to champion the economic prosperity of the area, through a cohesive approach at both strategic and delivery levels. The strengths of the CSWHTC lie in the diverse nature of its communities and business sectors, its universities, its location and the partnerships that collaborate effectively to support the area and its growth.

Key partners include:

- Coventry City Council
- Warwickshire County Council
- Solihull Metropolitan Borough Council
- CSWP Ltd
- University of Warwick
- Coventry and Warwickshire Chamber and Business Link
- Learning and Skills Council (LLSC)
- Advantage West Midlands
- Warwickshire College
- Coventry University
- Birmingham and Solihull LLSC
- Warwick District Council
- Coventry and Warwickshire NHS Trust

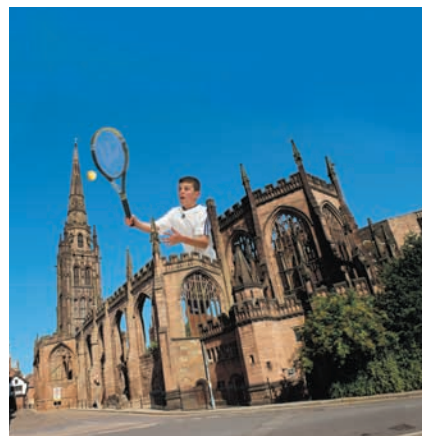
1.7 Corridor Specific Considerations

In CSWP we have a single organisation, which holds contracts for both a High Technology Corridor and Regeneration Zone (Coventry and Nuneaton). We are also the sub regional lead for identifying the 2012 Olympic Opportunities for the area as well as being entrusted with the responsibility of developing the 2020 Vision for the sub region. In addition to this, we are the lead players for several key forums such as the Visitor Economy forum and the Rural Forum. Our collective focus therefore is to move away from a narrow, project-specific approach to a more holistic, strategic model. This brings together areas of complimentary thinking and activity to promote economic success, and transformational change.

Coventry and Nuneaton Regeneration Zone In the past three years of the CSWHTC and CNRZ, the organisation has been very productive and demonstrated the benefits of collaborative working. Within each programme however, there is an increasing recognition of the potential for even create greater synergy across the whole of the sub-region, embracing not only these two areas but also business clusters. Some projects, which demonstrate joint working, include:

- Electric Wharf: A unique mixed waterside development complementing the existing residential, leisure, craft and high technology/office uses in Coventry Canal Basin. The project reuses the buildings of Coventry's first power station to provide live/work spaces and companies based here include technology based creative companies.
- Swanswell: A 60ha area just adjacent to the city centre, which provides potential to expand the city centre across the inner ring road. The £600m development includes City College, Primary Care Trust Offices and centre, a secondary school, primary schools, sports centre, 2,000+ dwellings, a creative business park and 100,000sq.m. of offices.
- Creative Industry Village: The project will deliver a Creative Industries Village on the derelict Central Depot site. The village will house creative enterprises in live/work units and specialist business premises. The site will also include business support and exhibition space.
- Innovation and Creative Industry Academy: ICE will be an academy for the creative industries offering post graduate training, business support, mentoring, specialist equipment and pre incubator space.
- BID Wireless Network: The project will establish a high capacity data link system for business parks and industrial estates within the Zone as part of the Business Improvement District. The Wireless Network will provide new opportunities for businesses, improve efficiency and provide improved security via CCTV systems.

2012 Olympic Opportunities: The CSW area is just one hour from London, and has excellent transport connections through the motorway network, Coventry Airport and two London Connecting rail lines. It boasts an existing world-class tourism brand and a wealth of quality sports venues. These attributes,



combined with the a thriving, innovative and technologically advancing business community, means the sub region is ideally placed to offer alternative venues outside of London for visiting teams and spectators. This means there are huge sub regional opportunities for the Corridor, which includes:

- Engaging local business and work with them to develop new innovative, creative, high technology industries that could be used for 2012.
- Encouraging C&W businesses to design and manufacture new products related to 2012 industries/ supply chain.
- Improving and more fully exploiting our skills in innovation, creative technologies, Logistics, Media, Health and Medical expertise.
- Raising the profile, image and perception of the sub region and attracting businesses to locate in the Corridor
- Creating a new range of partnerships, which could impact on health, regeneration, social inclusion, education, sport, voluntary sector, business, tourism, environment, security and transport.
- Promoting and combining our current preparation camp offer of local sports facilities including Ricoh Arena, Stoneleigh Park, Draycote Water, Coventry and Warwick Universities and possible new 50m pool.

Visitor Economy Forum CSWP is responsible for taking the lead for the Visitor Economy Forum for the sub region. The Forum also provides the link between the Regional Strategy developed by Advantage West Midlands, and local strategies for North and South Coventry. It recognises just how important visitors are to the economy and seeks to take account of changing market conditions and to identify HTC opportunities and challenges. Our strategic framework focuses on visitor management, and how this can create opportunities for local businesses and wealth creation.

Rural Forum: CSWP are the lead partners in stimulating rural Enterprise in Coventry, Solihull and Warwickshire. The forum is helping rural businesses to grow and innovate in the areas of:

- Food chain initiatives: adding value
- distribution and marketing
- Collaborative tourism and tourism marketing initiatives: increasing the quality of the tourism offer and initiating collaborative marketing schemes
- Non food cropping: building upon the work of the Warwickshire Rural Hub's alternative and energy crops producer groups
- Environmental management and waste minimization: supporting the development of waste management schemes and linking in with cross compliance and the new agri-environment schemes.



These activities and the proposed redevelopment of Stoneleigh Park are all consistent with the Technology Corridor's objectives of using technology to create wealth and sustainable businesses.

2.0 Operational Activity

2.1 Target Outputs and Outcomes

This Strategic Plan sets out a programme of Corridor activity that will help to create long-term sustainable competitiveness for the CSW sub-region. This will be achieved by creating businesses that are high-value and processes that enable innovation.

Some specific objectives are listed as follows:

- Ensure that the CSWHTC has maximum impact and delivers strategic steer and direction.
- Deliver a robust Brand for the sub-region which would act as an encouragement for Inward Investment
- Seek to ensure that robust, appraisal ready projects are put forward which link into overall vision.
- Encourage and establish that the Partnership is working in a coherent manner to deliver maximum impact and values add.

Some of the outcomes of this document will be:

- Improved strategic linkages between the High Technology Corridors, Business Clusters and Regeneration Zones. This will tie in to further develop areas relevant to the technology strengths in the Corridor.
- The Corridor develops and shares good practice and the development of the CSW High Technology Corridor Strategy builds on mutual strengths.
- The establishment of robust governance structures that facilitate partnership working and the delivery of the Corridor's strategic objectives.
- The development of a robust Marketing Strategy to promote the corridor.

2.2 Budget Information – Revenue and Capital Split

Please contact the HTC Secretariat for up to date Budget Information.

2.3 Promotional Activity

A formal Marketing plan for the corridor has been developed which will look to:

- Clearly communicate and reinforce the CSW HTC Strategy and Vision to key partners, stakeholders and internal audiences.
- Strengthen Corridor branding and the marketing of major projects.
- Position CSW HTC regionally, nationally and internationally as a technology hub this is attractive for inward investors.
- Host networking meetings for partners and stakeholder and provide a platform to link into other developments both regionally and nationally.

To further raise the profile of the CSW HTC, the following sub group has been developed.

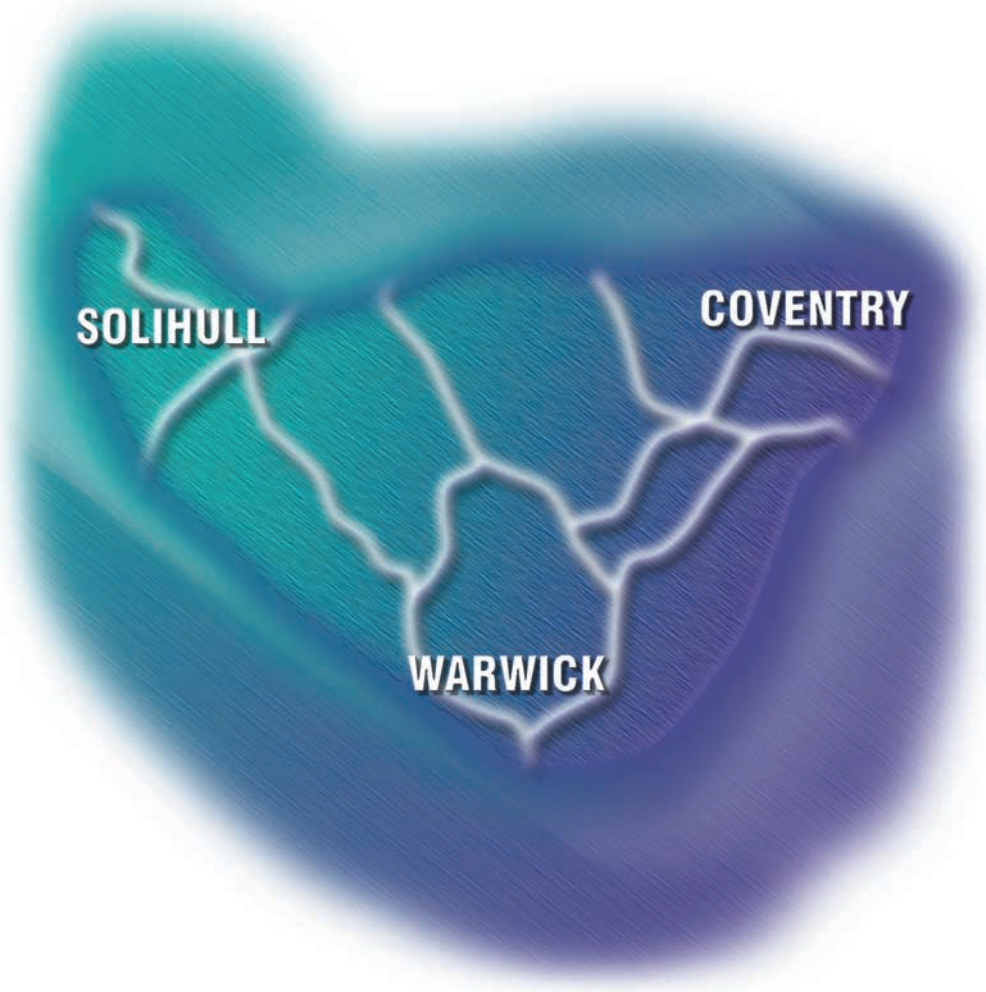
- **CSW Marketing Strategy and Formation of Sub Group:**

We are looking to form a marketing sub-group, with representatives from our partners, which will report into the SAG. This group will look to co-ordinate marketing activities and develop opportunities for joint working. The aims of the group will be to:

- Further develop and review the Marketing Strategy
- Ensure that the marketing objectives are broadly aligned with partner strategies
- Identify opportunities, plan and co-ordinate forward marketing and communications activities relating to specific projects both existing and future
- Develop a protocol for use of Corridor branding and monitor its adoption.
- Provide marketing expertise in order to share best practice and co-ordinate activities.

3.0 Conclusion

The rationale for the CSW High Technology Corridor has become more relevant and robust today than it was when conceived in 2001. At the regional level, recent announcements such as by Land Rover and Peugeot serve as timely reminders that we must continually modernize, diversify and augment our existing business base to respond to global economic restructuring. At the national level, policy developments continue to place increasing emphasis on innovation, knowledge exchange and university-business collaboration as drivers of the regional and national economies. Through this strategy we seek to work together with our partners, stakeholders and other relevant bodies to ensure that the sub region continues to build on its strengths and realise its potential as a technology-led, high-value-added economy that punches its weight in the global economy.



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regeneration - innovation - technology - enterprise
CSW HIGH TECH CORRIDOR

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