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**Wiltshire  
Strategic Economic  
Partnership**

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**Wiltshire Innovation  
Strategy  
2008-2014**

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**Final Draft June 2008**

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## 1. Introduction

The Innovation Strategy for Wiltshire has been developed by the Innovation Group of the Wiltshire Strategic Economic Partnership (WSEP) in response to the need to encourage business competitiveness and raise productivity levels amongst local businesses. This is reflected in the fact that despite average regional levels of GVA, the position of the county vis-à-vis the rest of the region has been falling in recent years.

The WSEP Innovation Group comprises a range of local and regional organisations working together to address this situation and include representatives from Business Link SW, GWE, the Innovation Relay Centre SW, University of the West of England, Manufacturing Advisory Service, Learning and Skills Council, South West Regional Development Agency, Wiltshire College and Wiltshire County Council.

The innovation strategy sits within the overall Strategy for the Development of the Economy in Wiltshire which is due for final completion in March 2008. The Innovation Strategy has therefore adopted the same timeline and has a 6 year life with a view to being reviewed after 3 years. This is also in line with the Local Area Agreement planning cycles.

## 2. The Focus of the Strategy

The focus of the strategy is to establish the right soft and hard infrastructure to foster innovation. In terms of the soft infrastructure, the strategy focussed on the moving businesses up the Innovation Adoption Ladder. This Ladder has been developed by GWE Business West and the Innovation Group as a means to map innovation progression as a demonstrable measure of attitudinal change and innovative business activities. In terms of hard infrastructure, the strategy also supports the progression of a number of physical developments.

For the purposes of this strategy, the definition of innovation used by the Department of Trade and Industry has been adopted.

<p style="text-align: center;"><b>Definition of Innovation</b></p> <p style="text-align: center;"><b>‘The successful exploitation of new ideas’</b></p> <p style="text-align: center;">Source: DTI</p>
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## 3. Policy Context

### 3.1 National

In October 2007, ‘The Race to the Top’ the review on the Government’s Science and Innovation Policies, was published as part of the 2007 Comprehensive Spending Review. The remit of the review was to particularly examine the role of science and innovation in enabling the UK to compete against low-wage and emerging economies. The review reported that the most effective way to compete was through moving into high value goods, services and industries; build on the success of existing knowledge-transfer initiatives and support early-stage technology companies.

In pursuit of this, the review set forward the following recommendations:

- i. A new leadership role for the Technology Strategy Board;
- ii. Building on the UK's success in knowledge transfer;
- iii. Using intellectual property rights, standards and metrology to improve knowledge transfer;
- iv. Targeting support for early stage high technology companies;
- v. A major campaign to enhance the teaching of science and technology;
- vi. A key role for government departments;
- vii. Increasing a regional focus on resource on science and innovation; and
- viii. Linking up with centres of excellence around the world;

### **3.2 Regional**

The latest regional Innovation Strategy was published by the South West of England Regional Development Agency in 2001 and following a series of consultation exercises in 2005, a new strategy is expected to be produced in 2008 by the Science and Industry Council South West. Although technically still operational the 2001 Innovation Strategy delivery plan has been achieved and as such no specific reference to it or its strategic objectives is therefore made within this strategy in terms of setting a context for local action.

At a regional level, the South West Cohesion Group has led the development of the Operational Plan for the delivery of the EU Competitiveness Programme, a final decision on the Plan is expected from the commission in 2008. The Programme looks to increase the prosperity of the region through supporting enterprises and individuals to develop ideas and plans which contribute to increased productivity and competitiveness. This aim is supported by four operational objectives:

1. Increasing the productivity of the region's business base, through the promotion and support of innovation, research and development and the application of knowledge;
2. Reduce intra regional disparities through stimulating enterprise and accelerating business growth in those parts of the region lagging behind;
3. To increase employment and enterprise in the region's most disadvantaged communities;
4. Protect and enhance the region's environmental assets and work towards developing a low carbon economy.

In turn, this will require the region to:

- Improve the productivity of existing businesses through incremental innovation and capitalising on knowledge and intellectual property;
- Develop a business base with a greater proportion of employment in higher paid jobs and in sectors where the growth prospects are positive i.e. a more rounded, modern, knowledge based economy. This is a very high priority for the west of the region, and for those local economies (such as Torbay) which have been under-performing;
- Improve the skills of the workforce and better utilise the skills of existing workers to improve the performance of the region's businesses.

The European and UK Policy context for the whole Competitiveness Programme is summarised in the following Table 1.

Table 1: Competitiveness Programme Policy Context: Summary

European Policy (Revised Lisbon Agenda Strategic Guidelines)	UK Policy (Lisbon National Reform Programme and National Strategic Reference Framework)	Draft Competitiveness Programme Actions
<b>Knowledge and Innovation</b>		
Increase and improve investment in Research Training and Development (RTD).	Promoting Productivity and Growth: Science, Innovation, and Knowledge Transfer	Under Priority 1 support will be provided for business/HE technology institutes based on proven business demand, allowing SMEs in supply chains to access knowledge and quickly apply new technologies; support for IPR and its exploitation; and business and HE/FE interaction.
Facilitate innovation and promote entrepreneurship	Promoting Productivity and Growth: Enterprise and Successful Business Promoting Productivity and Growth: Science, Innovation and Knowledge Transfer Promoting Productivity and Growth: Building Sustainable Communities	Priority 1 will provide high quality support for new starts based on innovative product, and process developments with considerable market potential. Priority 1 will also promote the management and exploitation of the full range of intellectual assets to generate business innovation and product and process improvements. Priority 2 will support new starts with growth potential in knowledge based sectors.
Promote the Information Society for all		The Programme will promote ICT skills across the region. In addition, the knowledge based focus of Priorities 1 and 2 will further promote importance of ICT skills in assisting business growth.
Improve access to finance	Promoting Productivity and Growth: Enterprise and Successful Business & Promoting Productivity and Growth: Investment	Priority 1 will provide proof of concept funding critical to the pre-commercial development new ideas relating to environmental technologies. Priority 2 will provide support to new starts with growth potential in knowledge based sectors in addition to activities aimed at improving the competitiveness of companies' high growth potential. Access to finance and investor readiness support may be provided under this priority, if appropriate. Priority 3 will provide micro-finance initiatives, including small scale loans, where there is a clear market failure.

European Policy (Revised Lisbon Agenda Strategic Guidelines)	UK Policy (Lisbon National Reform Programme and National Strategic Reference Framework)	Draft Competitiveness Programme Actions
<b>An attractive area in which to invest and work</b>		
To strengthen the synergies between environmental protection and growth.	Promoting Productivity and Growth: Sustainable development, production and consumption and related innovation: Promoting Productivity and Growth: Building Sustainable Communities	Sustainable development underpins all Programme activities. More specifically, Priorities 1 and 2 will promote the development of the Environmental Technologies and Renewable Energy sectors. Priority 2 will also promote activities to promote the environmental performance of businesses in the region. Priority 3 will stimulate local people, businesses, and social enterprises to develop commercial opportunities with regard to environmental opportunities, such as energy efficiency and renewable energy
Address Europe's intensive use of traditional energy sources	Promoting Productivity and Growth: Sustainable development, production and consumption and related innovation	Priorities 1 and 2 will promote the development of the Environmental Technologies and Renewable Energy sectors. Priority 3 will stimulate local people, businesses, and social enterprises to develop commercial opportunities with regard to environmental opportunities, such as energy efficiency and renewable energy.
Attract and retain more people in employment and modernise social protection systems	Employment Opportunity for All: Extending Working Lives	The South West Regional ESF Framework will support activities to enhance access to employment within the region. The focus will be on young people, the workless and disadvantaged groups.
Improve adaptability of workers and enterprises and the flexibility of the labour market	Promoting Productivity and Growth: Skills & Employment Opportunity for All: Developing a Skilled and Adaptable Workforce	The South West Regional ESF Framework will work with employers to raise skills and support activities increase the number of people in higher education, promote lifelong learning and reform vocational routes for 14-19 year olds.
Increase investment in human capital through better education and skills	Promoting Productivity and Growth: Skills & Employment Opportunity for All: Equipping People to Realise their potential Employment Opportunity for All: Developing a Skilled and Adaptable Workforce	The South West Regional ESF Framework will promote learning at all levels, for those in and out of work. In addition, activities under ERDF Priorities 1 and 2 will assist the development of knowledge based firms within the region, further promoting demand for higher level skills within the region.

Three main priorities, 'Axis', have been developed to underpin delivery of the Programme. Axis 1, Knowledge and Innovation, directly relates to increasing the rate of innovation with a view to improving the region's overall performance and close the intra-regional gap in innovation performance. In this context 'Wiltshire' is defined as Wiltshire and Swindon and is regarded as a high performing area. Activity under this Axis will look to create 4,870 net additional new jobs and £192m of net additional value added. Strategic objectives under this Axis are to:

1. Improve the sales and productivity of companies through increasing the rate of innovation and the economic benefits from the pull through and exploitation of knowledge (research and development and other intellectual assets) including product and process improvements.
2. Increase the number of high value added, innovative new start businesses.

Priority Axis 2 looks at the contribution that high value added businesses make to the economy and to reduce intra-regional disparities including new starts and the provision of business support in key areas. Priority Axis 3 is focussed at addressing problems in the region's most deprived neighbourhoods.

### **3.3 Sub-Regional**

The WSEP Innovation Group was established in 2004 with a view to networking and progressing the activities of individual partners innovation activities in a coordinated fashion across Wiltshire and Swindon. This model worked well in terms of information exchange but it was decided that in order to effect greater change within the business community, that a greater understanding of innovation activities in the area was required. To this end an Innovation Survey was undertaken which reported in 2007. The findings of the survey have been used to frame this strategy and the development of the Innovation Adoption Ladder.

In April 2007, the remit of WSEP and its Innovation Group changed to focus solely on Wiltshire with a parallel economic partnership being established in Swindon.

## **4. Background to the Innovation Strategy**

### **4.1 Innovation in Wiltshire & Swindon**

In January 2007, the WSEP Innovation Group commenced a primary research exercise to understand the level and type of innovation activities which businesses in Wiltshire were engaged in. The Wiltshire and Swindon Innovation survey was met with a good response (4.7% returned) however respondents were skewed towards those which were 'Innovation Positive' i.e. either proactively engaged in, or supportive of, innovation activities. The innovation survey therefore did not adequately capture the views and experiences of businesses which were negative about innovation in relation to their business.

Although responses to the survey were not felt to be representative of the whole business base, the survey was valuable in capturing the views, experiences and business practices of companies which were open to the idea of innovation. These businesses therefore provided invaluable information to assist with framing the development of the Innovation Strategy.

The survey found that:

- The majority of businesses were small with 78% employing fewer than 50 people. Most businesses were over 5 years old and could be regarded as established businesses.
- Survey respondents were also found to be embedded within the local market. Nearly three-quarters had a local market and 35% and between 80 and 100% of their market within the sub-region. Most businesses were engaged in business-to-business relationships.
- The survey demonstrated some functional as well as geographical differences in the attitudes and experience of innovation across the sub-region, namely between businesses operating in the Wiltshire Local Authority District and those based in the Borough of Swindon. As a result, it was felt that different approaches to innovation promotion need to be considered for businesses operating in an rural county from those in a commercial urban context.
- The survey failed to capture the interest of many firms operating in the more rural parts of Wiltshire and different methods of engagement could be trialled to engage them.
- Although the overall level of returns was modest in absolute terms, there was evidence of some concentration of innovation activity along the A350 corridor in Wiltshire which is one of the main business locations the county. The A350 corridor is also an important location for the manufacturing sector which is showing an on-going and steady decline both nationally and locally. A positive attitude to innovation would be especially important in terms of organisation extending their business lifecycle.
- The survey particularly engaged with businesses operating in food and drink manufacturing, printing and publishing, financial intermediation, wholesale, computer and related and recreational sectors.
- The survey also demonstrated a limited amount of innovation co-operation between businesses and higher education institutes and Government and public research institutes. This is also true of the national picture and it could be argued that given the Wiltshire and Swindon sub-region does not have its own university presence, this lack of co-operation is not surprising. Nevertheless, the University of Bath has delivered some courses through its satellite operation in Swindon, UWE are exploring the potential to do so in the future and some of the colleges are affiliated with other regional universities. In addition, there are a number of HEIs within easy reach of the area i.e. Bath Spa, Bristol, UWE, Bournemouth, Southampton and Reading as well as a number of Government Research facilities along the M4 corridor, which makes this trend all the more worrying in terms of future business competitiveness.
- Only a limited amount of formal protection methods were used by businesses to safeguard innovations which were new to market.
- Businesses which participated in the research proposed a number of actions which could be considered by WSEP Innovation Group although a number were outside the remit of influence of the Partnership. These were:

- Marketing activities to promote the sub-region as a place to do business – this could be progressed in association with the WSEP Investment Group;
- Better signposting of business support – this could be progressed through the Business Support Simplification Process, through the activities of individual partners and through joint activity;
- The organisation of seminars, events and networking opportunities;
- To improve the available skills base within the labour market skills;
- Simplified regulations including relaxing planning regulations and lower business taxes; and
- Offer grant support.

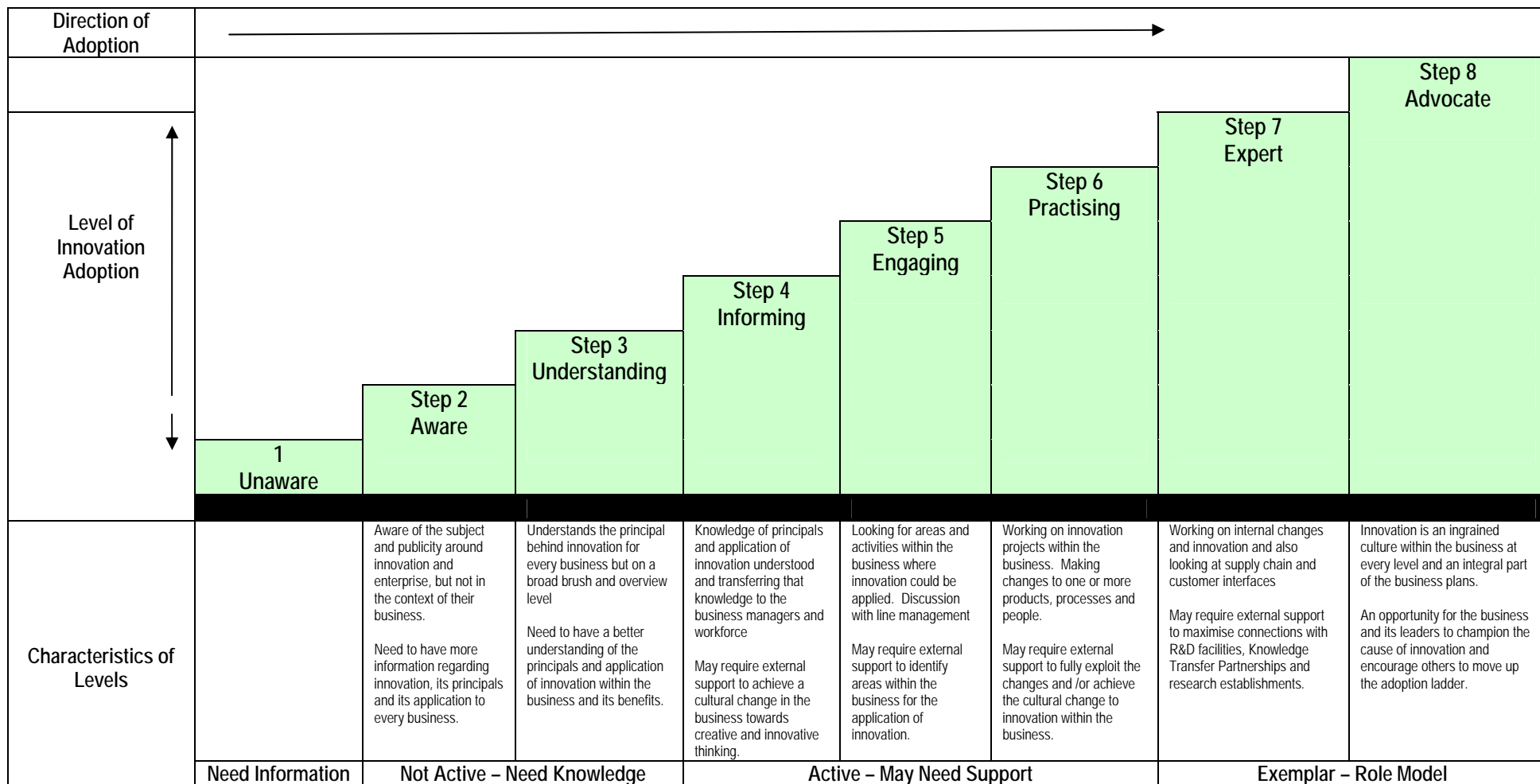
#### **4.2 Innovation Support Needs**

In order to address the innovation adoption needs of businesses operating in Wiltshire, an Innovation Adoption Ladder has been developed. This draws upon the Innovation Segmentation Analysis tool business profiles commissioned by the Department of Trade and Industry, which was incorporated into the Wiltshire Innovation Survey. The Innovation Adoption Ladder was developed by GWE Business West and the WSEP Innovation Group to structure delivery options to be progressed through the Wiltshire Innovation Delivery plan.

The Innovation Ladder sets out eight steps from the Innovation Neutral, where businesses are unaware of innovation through to Innovation Advocates, i.e. businesses where the culture of innovation is ingrained at every level within the organisation and regarded as an integral part of its business plans.

The principles of the Innovation Ladder have been put into practice during 2007-8 with the delivery by GWE Business West of a series of workshops for rural SMEs entitled 'Innovation for Every Business', and this has been able to demonstrate the worth of the Innovation Ladder as a marker and motivator for SMEs to systematically adopt the principles and practices of innovation within their businesses.

**Figure 1: Innovation Adoption Ladder**



### **4.3 Linking into Existing Delivery Models**

The WSEP Innovation Group comprises a range of business support, academic and public sector organisations which are committed to working together to further innovative activity amongst businesses operating in Wiltshire. This section briefly outlines their innovation activity and, in doing so, maps out the existing delivery models which are in operation across the county.

#### **Business Link**

Business Link works with SWRDA to deliver the Regional Economic Strategy and provide high quality business support to facilitate change and maximise business opportunities for our SME customers.

Its operating model enables it to act as catalyst in terms of business improvement to introduce the concept of “doing things differently” and to be innovative throughout their business. Business Link work within an Information, Diagnostic & Brokerage (IDB) approach to assist businesses to understand their needs, produce an action plan and introduce them to specialist providers, in either the public or private sector, who will deliver the appropriate change and maintain a competitive advantage.

Businesses of all sizes and individuals with bright ideas and new products will be encouraged to bring them to market to stimulate new and sustainable business. The range of support includes:

- New product assessment and protection of Intellectual Property;
- Assistance with applications for Research & Development grants;
- Access to Business Angel funding & expertise in partnership with SWAIN;
- Support to introduce new production techniques i.e. lean or agile manufacturing in partnership with SWMAS; and
- Hands on development of new materials & products via the Knowledge Transfer Programme (KTP) in partnership with SW HEIs.

As part of the Business Support Simplification Programme, (BSSP) led by the Department of Business and Regulatory Reform (BERR), a new approach to supporting businesses with innovative ideas or products is being developed by SWRDA with assistance from Business Link to further enhance and integrate support from universities, Incubation Centres, venture capital providers, the Manufacturing Advisory Service and Business Link and will be implemented in a series of phases from mid 2008.

#### **GWE Business West**

GWE Business West is one of the country’s leading economic development organisations providing a range of business support services, office and light industrial workspace, skills training and development and local and regional economic research services. GWE Business West is currently the Business Link provider for the Government’s mainstream business brokerage service in Berkshire, the contract holder for delivery of the SWRDA/BERR Supply Chain Groups Programme and SW BioApproaches sector network. GWE Business West also has a two-third share in Northern Arc Ltd, the current Business Link contract deliverer in Gloucestershire, Bristol, the West of England, Swindon and Wiltshire.

GWE Business West delivers contracts for Business Mentors, Innovation Training and Support, Business Start-Up Courses, Accredited Training Programmes (NVQs),

Early Stage Business Support, Business Networking, business and incubation centre management services and major regional and sub-regional Contract Management.

GWE Business West Research specialises in the provision of evidence to underpin and inform local and regional economic development and regeneration decision making. This is the single focus of the team on a day-to-day basis. Our time is spent understanding business and entrepreneurship, labour markets, and the hard and soft infrastructures (including initiatives, projects and programmes) that support local area competitiveness and regeneration.

GWE Business West also runs BioApproaches which supports the growth of the biotechnology and life science sectors in the South West of England by working across industrial biotechnology (including marine and agricultural), pharmaceuticals, food technology and healthcare. BioApproaches is funded by the SWRDA and the network actively seeks business partnering opportunities, promotes regional businesses and research institutions nationally and overseas and supports a regional calendar of events. It works closely with a number of organisations in the region including amongst others: SWRDA; the Innovation Relay Centre, UKTI; NHS Innovations South West, the national Knowledge Transfer Networks and the SW Angel Investor Network to promote innovation, collaboration and growth in the sector.

### **Enterprise Europe Network in the South West**

A new expert regional team of Business Advisors and Information specialists providing you with local access to European business opportunities and help with Single Market challenges. A support programme focussed on the needs of SMEs, but open to all South West companies and organisations, with an emphasis on innovation/R&D and technology transfer, but open to companies of all types – a gateway providing practical information and advice on EU programmes, policies and markets. Part financed by the European Commission, SWRDA and UKTI, the Enterprise Europe Network is being delivered throughout the South West by GWE Business West.

### **Knowledge Transfer Partnerships**

Knowledge Transfer Partnerships is a UK-wide programme that helps businesses and organisations to improve their competitiveness and/or productivity through the use of the knowledge, technology and skills that reside within academic institutions namely; Higher Education institutions, Research Organisations and Further Education Colleges.

Run and managed on behalf of 17 Government funding organisations by the Technology Strategy Board, Knowledge Transfer Partnerships involve the forming of a partnership between a company and an academic institute, enabling the businesses to access skills and expertise to help it develop. The Partnership also involves one or more recently qualified people, known as Knowledge Transfer Partnerships Associates, to facilitate this transfer of skills and expertise. The Associate works within the company on a project central to a organisation's needs and is jointly supervised by company personnel and a senior academic.

Knowledge Transfer Partnerships provide resources and expertise to thriving organisations who wish to innovate, expand or improve their performance. By participating in Knowledge Transfer Partnerships businesses can:

- Access highly qualified graduates to spearhead new projects;
- Access experts who can take the business forward;

- Develop innovative solutions to help business growth;
- Develop the business to be more competitive in its market;
- Increase competitive advantage;
- Improve performance and business operations; and
- Increase profitability

### **Learning and Skills Council**

Learning and Skills Council (LSC) is committed to supporting the development of the local economy. The LSC enable the Wiltshire workforce to gain the “right” skills that meets the current and future skills needs of Wiltshire’s employers and do this through funding a range of employability and workforce development programmes.

Working with partners, the LSC support, in particular, the innovation agenda. It recognises the need to help leaders and managers of SMEs gain the skills they need to make their businesses more competitive. This is achieved by funding training and support programmes for leadership and management.

The LSC are also leading a research study to understand more fully the higher education needs of Wiltshire’s employers, the workforce and local residents. This will help the development and delivery of higher education provision that supports Wiltshire’s economy.

### **Manufacturing Advisory Service**

The South West Manufacturing Advisory Service (MAS) works closely with manufacturers in the region to help improve productivity and competitiveness. It was set up to serve the 12,000 manufacturing businesses in the South West that generate more than £11 billion for the local economy and employ nearly 300,000 people. Established by the Department for Business, Enterprise and Regulatory Reform (BERR), it is one of ten regional Manufacturing Advisory Services. Central to its success is the dedicated team of specialists that work across the region undertaking “free reviews” to identify how best to bring about improvement. Each specialist has worked within manufacturing, offering years of experience and real, hands-on support.

The South West MAS offers:

- Lean Projects – tailored on-site to enable manufacturers to improve productivity, cut costs and reduce waste through the implementation of lean manufacturing principles that have been adopted by world-class manufacturers, such as Toyota and Procter & Gamble;
- Strategic Management Programme (SMP) – established to help companies develop profitable strategies for growth, the SMP is 50 per cent match funded by the South West Regional Development Agency. So far, more than 60 companies have participated in the programme, saving or creating 750 jobs and investing nearly £5 million in new products and processes; and
- Operational Leadership Programme (OLP) – launched in Spring 2007, the OLP is a 12-week programme to help first line managers become more confident in leading, managing and motivating their teams.

Over the last five years, South West MAS has:

- Visited over 780 manufacturers;
- Delivered over 3,500 days of best practice modules and workshops;

- Saved more than £30 million across 350 businesses;
- Organised 300 events, attracting nearly 6,000 attendees; and
- Worked in conjunction with key partners including Business Link and Engineering Employers Federation.

### **University of the West of England (UWE)**

The University of the West of England (UWE) is the largest provider of higher education in the South West, with more than 30,000 students and 3,000 staff. Students come to UWE from all parts of the UK, as well as a significant and growing number of international students. The University is a major provider of graduate talent to the local economy and 37% of graduates took employment in SMEs in 2006/7.

The University has four campuses in and around Bristol covering a wide range of disciplines. We have an Associate Faculty in Gloucestershire and regional centres in Bath, Gloucestershire and Swindon. The UWE Federation now includes 17 Further education colleges and we also run an Academies program, which supports specialist schools and academies in the West and South Wales. The University invests in innovative facilities and initiatives to support its strategic priorities and to ensure fit and ease of access to its services by both local and wider markets.

The University offers more than 600 programmes at undergraduate, postgraduate, professional and short course levels. The portfolio is regularly reviewed and new courses and modules added to address leading edge skill requirements and to respond to market demand. Innovation in teaching and learning methods enables us to meet the changing needs of first time and returning students and employer requirements for near/in workplace CPD. The University is committed to using academic knowledge and skills to find practical solutions to problems. Our research community drives advances in industry, commerce, public services and the professions, both nationally and internationally.

The University is business facing. Strong links with employers bring visiting lecturers to share their professional experience, provide placement opportunities for students, identify challenges for researchers to address and requirements for new course material, among other benefits. UWE has responded to the increasingly competitive employment market and reduction in employer graduate training schemes by introducing a Graduate Development Program to build graduate employability and potential for making wider economic contribution.

Specific services are offered for organisations of all sizes through the department of Research, Business and Innovation. For those in our extended community seeking to innovate new products and services and launch new knowledge based businesses, the Innovation and Enterprise team provide practical support for innovation through an Ideas Factory, theBizidea new enterprise competition, a technology transfer program and incubation facilities. The Business & Community team provides diagnosis, expertise and information on Student placements, academic and graduate consultancy, Knowledge Transfer Partnerships and Continuing Professional Development

### **Wiltshire College**

Wiltshire College was founded in 2000 following the merger of Trowbridge and Chippenham general further education colleges and Lackham Agricultural College. More recently, in January 2008, it was joined by Salisbury College. The core purpose of Wiltshire College is 'to enable our learners to succeed'.

The College has a turnover of £40 million and a full-time equivalent establishment of 890 staff (approximately 1100 employees). Wiltshire College provides for some 28,000 enrolments covering 3300 full-time and 6000 part-time students and works with many organisations, large and small. The College operates from its four main centres at Chippenham, Lackham, Salisbury and Trowbridge and has centres throughout the area including Calne, Corsham, Devizes, Melksham, Warminster and Westbury, as well as using many community and school facilities.

Wiltshire College is an Incorporated FE College. As such it receives direct funding from the Government and has a board of Governors who are accountable for overseeing the use of funds and the work of the College.

The College offers an extensive range of programmes for school-leavers and adults as well as pre-16 links with schools. The College is working closely with schools to develop the new 14-19 Diploma programmes. It maintains a range of adult education programmes at the college's centres and at schools and village halls. The College delivers contracts for Work Based Learning and Train to Gain. Additionally the College has its own commercial units, Focus Training and Avon Vale Training, the latter a training company with ' Pathfinder CoVE' status, both provide bespoke training and consultancy for companies.

The College has been recognised through: Beacon Award for work with the Royal Armoured Corps; Centres of Vocational Excellence in Digital and Broadcast Media and in Plumbing; Matrix Excellence Award for outstanding provision of information, advice and guidance (IAG)

Wiltshire College is a part of North by Southwest, the Gloucestershire and Wiltshire Skillset Media Academy, one of just 17 new academies in the country and is committed to continually improving inclusivity through the equality of opportunity for all students and staff.

### **Wiltshire County Council**

Wiltshire County Council is committed to supporting the economy in Wiltshire and is striving to develop a sustainable environment for economic growth. Staff in the Economy, Regeneration and Intelligence Team work with partners to deliver this objective and undertake a variety of roles in supporting the innovation agenda in doing so:

- Bringing forward new and innovative developments in partnership to rebalance communities and stimulate high growth business development;
- The establishment of Centres of Excellence with specialist delivery partners;
- Driving and coordinating local policy and strategy development and championing the locality to regional, national and European bodies.
- Programme management and accountable body function for the delivery of innovation initiatives such as the SmartBusiness Project which assisted businesses in Wiltshire move up the e-adoption ladder;
- Funding and bidding activities to stimulate innovation
- Secretariat support to WSEP's Innovation Group and liaison and co-ordination of cross cutting issues with other WSEP sub-groups; and
- The delivery of business support systems to assist with expansion and relocation decisions.

### **The South West of England Regional Development**

The South West of England Regional Development Agency (SWRDA) leads the development of a sustainable economy in the South West, investing to unlock the region's business potential. Its work is guided by the Regional Economic Strategy 2006-2015 which provides a shared vision for the development of the region's economy.

Innovation is one of the priority themes identified by the South West RDA as a driver of economic growth. The South West RDA's role in encouraging innovation is a mixture of direct delivery and influencing the strategies, policies and actions of a wide range of other organisations. Our main aim is to ensure that the innovation agenda is fully recognised throughout the region. We undertake key initiatives to encourage innovation in business; and we work to increase the rate of technology transfer between further and higher education, public sector research establishments and businesses, particularly internationally.

Key to growth of any company is the ability to access the right support at the right time. The South West RDA and its partner organisations offer a range of support including grants for research and development; access to pan-European technology brokerage; and support for the development of innovation and enterprise centres throughout the region. An Area Team supports innovation in the sub-region.

#### **Wiltshire Strategic Economic Partnership**

The Wiltshire Strategic Economic Partnership (WSEP) is a partnership between the private, public and voluntary and community sectors. Its aim is to promote the sustainable economic development of Wiltshire by setting direction for partners involved in the delivery of activities that support Wiltshire's economy.

Improving business productivity and competitiveness is a main driver for the region and is key to ensuring sustainable economic growth. WSEP acknowledges that the adoption of innovation is a critical contributory element to improved business productivity and competitiveness and is required across a range of business practices and processes.

WSEP is keen to ensure that Wiltshire's businesses improve their productivity and competitiveness in the increasing global market and has therefore established an Innovation Group of key partners whose activity will contribute to improving the culture of innovation within Wiltshire's economy. This Group is responsible for developing the Wiltshire Innovation Strategy that will set the direction for partnership activities improve Wiltshire's innovation culture.

## 5. The Strategy

### 5.1 Vision

- Innovation as an integral aspect of business activity in Wiltshire

### 5.2 Strategic Objectives

#### 1. Raise Wiltshire's sustainable productivity levels through innovation

This will be achieved through:

- i. Deliver the Innovation Action Plan of the Local Agreement for Wiltshire.
- ii. Moving SME up the innovation adoption ladder through the delivery of an effective business support mechanism catering for the different innovation needs of business;
- iii. Promote collaborative activity with HE/FE and research institutions, including the KTP Programme;
- iv. Promoting innovation skills development through leadership and management programmes;
- v. Promoting new and existing innovation related programmes of events with partners including Knowledge Transfer Networks;
- vi. Promotion of R&D Grants and encourage businesses to apply where appropriate;
- vii. Gathering information on innovation programmes of benefit to the County;
- viii. Influencing strategic bodies and programmes for the benefit of Wiltshire companies e.g. Technology Strategy Board Innovation Platforms and the South West Science and Industry Council; and

#### 2. Supporting the development of a suitable sustainable physical infrastructure to assist innovation in Wiltshire

This will be achieved through:

- i. Through monitoring the need and demand for next generation ICT infrastructure;
- ii. Supporting the development of centres of excellence and incubation facilities through the networking of partner's expertise and services; and
- iii. Feed into the WSEP review of the Wiltshire Workspace Strategy in 2008

**WILTSHIRE STRATEGIC ECONOMIC PARTNERSHIP  
INNOVATION STRATEGY DELIVERY PLAN 2008/09**

<b>SO</b>	<b>Project</b>	<b>Project Activity / Overview</b>	<b>Outputs</b>	<b>Delivery Agent</b>	<b>Website</b>
I	Innovation for Every Business	Innovation for Every Business is a <b>FREE</b> workshop designed to help businesses, of all types and sizes in rural Wiltshire, find and implement new and creative ways to increase efficiency and profitability. It is an interactive workshop about creativity, problem solving and achieving your business goals. It will provide attendees with tools to find and make simple ideas into profit making reality.	30 businesses supported in their adoption of innovation	GWE Business West	<a href="http://www.gwe.uk.com/default.cfm/loadlevel.3/loadindex.49">http://www.gwe.uk.com/default.cfm/loadlevel.3/lo adindex.49</a>
	SmartSME	This project aims to assist rural businesses by providing support, advice and training, and grant vouchers to enable SMEs to adopt e-technologies.	42 businesses	GWE Business West	<a href="http://www.gwe.uk.com/default.cfm/loadlevel.3/loadindex.49">http://www.gwe.uk.com/default.cfm/loadlevel.3/lo adindex.49</a>
	Strategic Management programme	* Works directly with your senior management team to help you devise a practical business growth strategy  * Lends expert advice in action planning * Supports implementation to ensure sustainable change and success	10	South West Manufacturing Advisory Service	<a href="http://www.swmas.co.uk/info/index.php/strategic-management-programme">http://www.swmas.co.uk/info/index.php/strategic- management-programme</a>
	Operational Leadership Programme	It is a fast paced, fun, down to earth programme for first line managers who are eager to get more from their people and shop floor processes.	7	South West Manufacturing Advisory Service	<a href="http://www.swmas.co.uk/info/index.php/olp">http://www.swmas.co.uk/info/index.php/olp</a>

		This 6 stage development programme, run over approximately 10 weeks, helps first line managers to improve management and manufacturing skills to add value to their business. Participants will boost their confidence and ability to lead people, while finding out how to put new process improvement techniques into action.			
	Operational improvement (Lean)	Operational improvement on the shop floor and in the office through the application of Lean / Best Practice improvement techniques.	30	South West Manufacturing Advisory Service	<a href="http://www.swmas.co.uk/info/index.php/Lean">http://www.swmas.co.uk/info/index.php/Lean</a>
	Technology Programme	Project management and technical support to assist companies to introduce new processes, equipment, products and materials using a structured methodology.	4	South West Manufacturing Advisory Service	<a href="http://www.swmas.co.uk/info/index.php/tech_innovation">http://www.swmas.co.uk/info/index.php/tech_innovation</a>
i	Motorsports Engineering Industry – short course programme	Offering a range of industry identified specific short training courses e.g. data acquisition systems for motorsport applications, vehicle dynamics, energy efficiency, including the use of bio-fuels.	Support to 20 companies, 42 activities to 410 attendees from the local motorsports industry	Wiltshire College Motorsports team in conjunction with the RAC Motorsports Association, the Motorsport industry from the South West and system manufacturers.	<a href="http://www.wiltscoll.ac.uk">www.wiltscoll.ac.uk</a>
ii a)	Women into Science and Engineering (WISE)	Attracting and encouraging females to consider the motorsport industry as a potential career pathway.	Attracted 12 women to taster events.	Wiltshire College Motorsports team in conjunction with the University of Bath and local manufacturers and engineering companies	<a href="http://www.wiltscoll.ac.uk">www.wiltscoll.ac.uk</a>

b)	Wiltshire College Motorsports Training Centre	Rural Renaissance funding has enabled the purchase of state of the art equipment to allow Wiltshire College Motorsports Centre to deliver training to local companies and to offer demonstration facilities. The Centre is now able to offer manufacturer/producer–certificated courses such as Lotus suspension design and modification software, Solid Works 3D design software and Supertracker Suspension set-up and alignment management	20+ businesses supported, 80+ Further Education students, 40+Higher Education students		<a href="http://www.wiltscoll.ac.uk">www.wiltscoll.ac.uk</a>
i	Undergraduate student placements	Placements include the following major subject areas: Information Technology, Science and Healthcare, Planning and Environment, Construction and surveying, Languages, Law, Business, Design & Engineering	N/A	Placement officers in faculty contacted via Business & community team in RBI, UWE	<a href="http://rbi.uwe.ac.uk/Internet/business/placement.asp">http://rbi.uwe.ac.uk/Internet/business/placement.asp</a>
ii	Graduate recruitment and employment	Job opportunities can be advertised free on Gradsouthwest, the UWE Careers Online Jobs Database. UWE's Career Development Unit offers further services for recruiters.	N/A	Gradsouthwest	<a href="http://rbi.uwe.ac.uk/Internet/business/recruitment.asp">http://rbi.uwe.ac.uk/Internet/business/recruitment.asp</a>
iii	Consultancy	The Academic Consultancy Unit and UWE's academics combine experience in delivering solutions with sector-specific expertise, innovative thinking and research, to give companies and organisations a competitive advantage.	N/A	Academic Consultancy Unit  Research, Business and Innovation UWE  <u>Email:</u> <a href="mailto:richard.baldwin@uwe.ac.uk">richard.baldwin@uwe.ac.uk</a>	<a href="http://rbi.uwe.ac.uk/Internet/business/consultancy/default.asp">http://rbi.uwe.ac.uk/Internet/business/consultancy/default.asp</a>
iv	Graduate consultancy	A short-term, problem solving scheme to meet your needs for a solution or to undertake a project that is important to you. It is a Quality Assured Scheme and uses an appropriate Lead	N/A	Tracey John Research, Business and Innovation University of the West of England	<a href="http://rbi.uwe.ac.uk/Internet/business/gcs.asp">http://rbi.uwe.ac.uk/Internet/business/gcs.asp</a>

		Consultant from UWE's Expert Staff to oversee the work of the full-time Graduate Consultant, based at your premises.		Frenchay Campus, Coldharbour Lane Bristol BS16 1QY	
v	Knowledge Transfer Partnerships	Knowledge Transfer Partnerships is a Department of Trade and Industry (DTI) business support solution. It helps businesses to improve their competitiveness and productivity through accessing knowledge, technology and skills that reside within Universities. <b>Grants of up to 67% of project costs are available.</b> Each Partnership employs one or more high-calibre Associates (recently qualified graduates) on a project lasting up to 3 years.	N/A	<a href="#">UWE's KTP Office is managed by Clare Rowson. Contact: <a href="mailto:ktp@uwe.ac.uk">ktp@uwe.ac.uk</a>. Telephone 0117 32 83676</a>	<a href="http://rbi.uwe.ac.uk/Internet/business/ktp.asp">http://rbi.uwe.ac.uk/Internet/business/ktp.asp</a>
vi	Start-up and young company mentoring	We welcome approaches from organisations who may be interested in supporting some of our activities. Opportunities are available for sponsorship, mentoring and speaking at events.		Katie Gough, Project Officer, RBI	<a href="http://rbi.uwe.ac.uk/Internet/Innovation/getinvolved.asp">http://rbi.uwe.ac.uk/Internet/Innovation/getinvolved.asp</a>
vii	Incubation	UWE incubation provides an inclusive, flexible and cost effective package of space, facilities, support and resources, freeing you to work on building your business	N/A	Kim Jones, Enterprise Manager (joint) RBI	<a href="http://rbi.uwe.ac.uk/Internet/Innovation/incubators/default.asp">http://rbi.uwe.ac.uk/Internet/Innovation/incubators/default.asp</a>
viii	Professional Development	UWE faculties specialise in delivering a high standard of education and enjoys high quality teaching ratings. Most UWE faculties are able to offer customised courses and modules which aim to suit learner needs.	N/a	See relevant faculty on web page	<a href="http://rbi.uwe.ac.uk/internet/business/cpd.asp">http://rbi.uwe.ac.uk/internet/business/cpd.asp</a>
viii	Research	We are one of the leading new universities for research with good research ratings and rapid growth in areas as diverse as Computer Science, Engineering, Humanities and Art and Design. We have a lively research and innovation culture with a	N/a	+44 (0)117 32 82249	<a href="http://rbi.uwe.ac.uk/Internet/research/">http://rbi.uwe.ac.uk/Internet/research/</a>

		particular emphasis on interdisciplinary and user-led research..			
viii	Technology licensing	The Technology Transfer Team's current projects reflect the many research strengths of UWE and include a number of exciting technologies in the following sectors: Biosciences, Healthcare, ICT and Engineering and Art and Design.	N/a	<a href="mailto:andrew2.wilson@uwe.ac.uk">Andrew Wilson as soon as practicably possible. (Email andrew2.wilson@uwe.ac.uk Telephone 0117 3283698).</a>	<a href="http://rbi.uwe.ac.uk/Internet/Innovation/technology/tafl.asp">http://rbi.uwe.ac.uk/Internet/Innovation/technology/tafl.asp</a>
	Business Support	<p>1) Deliver a programme of intensive assists (1-2-1 business advice) to businesses in Wiltshire</p> <p>2) Business innovation will be progressed through:</p> <p><b>Information:</b> brokered through the partnership network e.g. websites and Business Link network.</p> <p><b>Knowledge:</b> delivery of innovation workshop programme</p> <p><b>Support to businesses:</b> Increased take-up of one to one innovation amongst Wiltshire businesses e.g. through the engagement with Technology Strategy Board Products, Research &amp; Development and 'lean' practices.</p>	<p>BL: 600 businesses supported (intensively assisted) Plus</p> <p>240 businesses moving 1 step up the innovation adoption ladder</p>	<p>1) Existing programme of 1-2-1 business advice sessions to SME.</p> <p>2) Innovation</p> <p><b>Information:</b> Joint promotional plan in place end Qtr 12008/09</p> <p><b>Knowledge:</b> workshop and event programme commences from Qtr 1 2008/09</p> <p><b>Business support:</b> Bid for EU funds by end 08/09 subject to funding programme arrangements and criteria.</p>	<p>Business Link</p> <p>Business Link Staff – coordination and reporting of data to funding bodies. Staff – business advisers amongst partner organisations</p> <p>cash – draft proposal with W&amp;S RRP for 2008/09 to trial for innovation work. TBC 1qtr 2008</p> <p>cash EU Innovation Framework funds - to bid for.</p>