



CORNWALL &  
ISLES OF SCILLY  
LOCAL ENTERPRISE PARTNERSHIP

# Cornwall and Isles of Scilly Local Enterprise Partnership

## Communications Plan

**During Q1 of 2017: Commencement of the LEP communications Task & Finish group for a refreshed communications plan and protocols to be led by LEP Board Directors.**

## Background

The Cornwall and Isles of Scilly Local Enterprise Partnership (LEP) is a partnership between the private and public sectors and is driving the economic strategy for the area through the **Cornwall and Isles of Scilly Strategic Economic Plan**, determining local priorities and undertaking activities to drive growth and the creation of local jobs.

The LEP is business-driven and our board includes nine representatives of the private sector in Cornwall, three Cornwall Council representatives, one representative from the Isles of Scilly Council and one representative from the Higher Education. This approach puts businesses in the driving seat and empowers the private sector to determine their own priorities.

## What is the role of the Cornwall & Isles of Scilly LEP?

- Take a helicopter/strategic view of the Cornwall and Isles of Scilly economy
- Focus on the economic/business performance of the region, therefore bringing a level of commercial thinking focussed on return on investment
- Point out and help lift barriers to growth
- Identify synergies and make connections to realise those synergies
- Look for opportunities to consolidate and rationalise the economic activity in Cornwall and Isles of Scilly and suggest ways in which that can be done
- Act as an honest broker between sectors and/or businesses and/or public sector

## What attributes does that role require?

- Integrity
- Credibility
- Impartiality
- Experience
- Expertise

## Aims of the Cornwall and Isles of Scilly Local Enterprise Partnership

By way of supplement to our growth strategy, we want to:

- Create more jobs, especially higher paid jobs
- Grow the economy of Cornwall and Isles of Scilly and make it more resilient
- Create an environment where successful businesses stay, and businesses outside Cornwall and Isles of Scilly move in
- Build a reputation for Cornwall and Isles of Scilly that is positive and strong
- Improve skills amongst everyone in Cornwall and the Isles of Scilly to meet tomorrow's skills needs.
- Help businesses to grow
- Create a strategic framework that maximises funding opportunities and support for businesses
- Create an infrastructure in Cornwall that helps businesses to thrive
- Create a 'can do' enterprise culture
- Protect the value of our environment
- Seize the opportunities presented by superfast broadband and the global

marketplace

- Help overcome the barriers that hold back business growth.
- Build relationships with neighbouring LEPs in particular the Heart of the SW and in particular when projects cross boundaries.

## Our Values

These are our values:

- **We are business led**  
We have a private sector chair and a majority of private sector board directors. We are constantly listening to the views of businesses, both directly and indirectly, as these are the engine house of our economy. We make our decisions based on independent evidence and sound business rationales.
- **We make decisions locally**  
This is the first time there has been the opportunity to create a business-led economic strategy for Cornwall and Isles of Scilly. We believe that decisions affecting our area should be made locally and we now have an opportunity to involve every single business, as never before, so we can act in the best interests of Cornwall and Isles of Scilly.
- **We are accountable and transparent**  
We are accountable to the people of Cornwall and Isles of Scilly. So we are completely open and transparent. We are happy to share details of our meetings wherever we can and ongoing communications and consultation is at the heart of the way we work. We are inclusive and open to all opinions.
- **We are ambitious**  
There are 38 LEPs in England. Quite simply, we are aiming to be the best. We are passionate about our area. We want to be recognised as high achievers and for our activities in the following areas to be second to none:
  - The quality of our communications with local businesses
  - The number of jobs we create in relation to the size of our economy
  - The ingenuity and creativity we bring to problem solving
  - The innovation we show in developing new solutions to old problems
- **We are outward looking**  
We collaborate with other LEP areas and local authorities as well as businesses, academics and innovators across the UK and overseas.
- **We are efficient**  
We are streamlining services and working in partnership with Cornwall Council and the Council of the Isles of Scilly to share some back-office functions, to make everything as efficient as we can. We share knowledge and ideas with all our partners.
- **We are focussed**  
We know we won't be able to do everything, so we will focus doing the priority work well. We will focus our efforts and resources on a limited number of things that we believe really matter if we are to achieve our aims. We will challenge anything that is restricting business growth, whether it derives from the community, Councils, the Government or the EU.

## Objectives of the communications plan

Using clear and plain English at all times to:

- assist the LEP in delivering its strategy through effective, timely, well targeted and accurate communications;
- ensure strong engagement with the business community (including listening to the key concerns of that community and relaying those concerns back to the LEP)
- maintain and raise awareness of the LEP, providing communications through multiple channels and for appropriate and relevant audience groups;
- influence stakeholders and audiences on LEP related work within Cornwall, the Isles of Scilly, in Westminster, in Brussels and within LEPs across the country;
- to identify and use opportunities to communicate and promote the LEP ;
- identify and engage the range of stakeholders and audiences through a range of activity through different communications channels, as appropriate;
- build and manage strong dynamic relations with key influencers, politicians and the media at local and national levels;
- ensure that communications are proactive and flexible, allowing swift alignment where necessary;
- (where required) brief individual members of the LEP in advance of meetings with key stakeholders;
- be transparent, clear and concise in all communications, demonstrating accountability at all times.
- consult with businesses and other stakeholders via the Business Consultative Group and other routes
- communicate regularly what we are delivering through public facing performance reports of our Strategic Economic Plan, Growth Deal and business plan
- ensure that all projects we directly support through funding, appropriately reference all public funding sources

This will be achieved through proactive communications using a mix of appropriate channels:

- Engaging with all stakeholders on a regular basis through a wide variety of communication channels - for example, social media, newsletters, events.
- Increasing engagement with the media, building and creating media opportunities, regular reporting on progress, briefing journalists in order to gain media support and buy in.
- Two-way communication – ensuring that all communication allows for two-way communication to encourage ownership, increase credibility and convey accountability.
- Briefings to ensure political stakeholders are kept informed including Members of Parliament, Councillors and Officers are kept informed of progress, challenges and opportunities.

The initial task is to outline the main audience groups, define communications activities, outline appropriate key messages and set activities within a timeframe. This is set out below.

## Key audiences already identified

**Business Related**

- Business organisations
- Businesses within Cornwall and the Isles of Scilly
- Social Enterprises

**Public Sector Related**

- Cornwall Council officers and Councillors
- Isles of Scilly Council officers and Councillors
- Parish Councillors
- MPs, MEPs, Ministers and Secretaries of State

**LEP Groups**

- Business Consultative Group
- Sub Groups/Task and Finish Groups

**Media**

**The Wider Community**

**Communications should embrace the following key messages:**

- Cornwall and Isles of Scilly LEP is private sector led and is a partnership between the private sector, Cornwall Council and the Isles of Scilly Council
- LEPs are the flagship economic growth policy of the government and are the key vehicle in delivering objectives for economic growth and decentralisation.
- LEPs aim to encourage business growth and sustainable economic recovery by ensuring the private and public sector work together.
- LEPs are based in their economic area, they can tackle economic development with expert local knowledge.
- The LEP has a clear vision, aims, objectives and key performance indicators.

**Communication channels**

We will employ a variety of communication channels, including:

- |              |                    |
|--------------|--------------------|
| Media        | E Newsletters      |
| Publications | Blogs              |
| Meetings     | Film & Webcasts    |
| Phone calls  | Website            |
| Social Media | Events & Roadshows |
| Branding     | Letters            |

**CIOS LEP Assurance Framework  
Appendix 21.1**

Activity	Comments /Other Actions Required	Timing	Lead	Audience	Status	Future
<p><b>Establish LEP communications protocol</b></p>	<p><b>Media</b> - Establish protocol for dealing with media enquiries, prepare reactive statements, agree how each press office will inform one another. Needs single point of contact with agreed procedures, response times, approval processes.</p> <p>Agree spokespeople and hierarchy of comment – PR leads in CC/IoS/CDC and LEP to liaise.</p> <p><b>Presentations</b> – agreed Board Directors present at external meetings</p> <p><b>Meetings</b> – agree on case by case basis who represents LEP</p> <p><b>Stakeholders</b> – agree how they get the attention of the LEP – e.g. via Business Consultative Group, LEP inbox, face to face meetings with Board, letter of support process etc</p> <p><b>Branding</b> – LEP logo (and appropriate funding logos) to be used on official correspondence, media releases</p>	<p>Underway 15/16</p>	<p>Matt Silver Carol Bransgrove</p>	<p>Internal Board agree</p>	<p>–Agree any revisions to current process</p>	<p>Manage any to protocol. Manage PR contracts.</p>



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<b>Identify Key Stakeholders</b>	<p>Business Consultative Group established – mainly virtual group of representative organisations. Consideration to be given to wider use</p> <p>All businesses in Cornwall and Scilly who wish to be involved with LEP – business engagement</p>	<p>15/16</p> <p>15/16</p>	<p>Sandra Rothwell Matt Silver</p> <p>As above</p>	<p>External stakeholders via the representative bodies</p> <p>As above</p>	<p>-Group established</p> <p>Database established but needs developing</p>	<p>Consider how to make more effective use of BCG</p> <p>Annual General Meeting Link to future Growth Hub</p>
<b>Identify existing communications activity that can incorporate LEP messages</b>	<p>Identify local events, associations, employer networks, e-newsletters, internet links, corporate websites – request slot/article space, as appropriate. Offer key speakers for key events</p>	15/16	Matt Silver DCA	Internal	LEP currently reactive relation to this	is Needs proactive approach.
<b>Meeting/Briefings</b>	<p>Identify opportunities for meetings or briefings with key stakeholders</p>	15/16	Chris Pomfret Sandra Rothwell	Business, media, key influencers, opposition/ lobby groups, media/ political figures	Meetings arranged as required	Could be more proactive

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<b>Website</b>	Website set up and kept up to date by in house team with details of achievements and information on the LEP as well as minutes from meetings. Prioritise refresh of site and link to Growth Hub.	15/16	Matt Silver Deb Osborne	All	Established and working	Need to encourage more business interaction through total refresh of site
<b>Partner Websites</b>	Ensure that all corporate websites are up to date and cross refer where necessary, linking back to definitive portal.	15/16	Matt Silver	All	Rely on partner websites to link to LEP	More proactive approach required
<b>Case Studies</b>	Write up case studies on businesses the LEP has helped through funding or other means – use case studies in media, on website, in discussions with key players etc	15/16	Matt Silver DCA	All	Not done currently	Needs resourcing and regularising
<b>Social Media/Blogs</b>	Manage ongoing Twitter presence, organise facebook page, linked in etc	15/16	Matt Silver	All stakeholders	On going	Needs prioritising
<b>Relationship with LEP Sub Group and other Boards</b>	Communications with LEP sub groups so that is kept abreast of work being progressed  Working alongside Cornwall and Isles of Scilly Local Environment Partnership and Health and Wellbeing Board	15/16 Board	Carol Bransgrove	Internal – LEP Board	Sub groups set up	Reporting into LEP Board needs to be regularised and formalised

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<b>Newsletter</b>	Newsletter established but needs refresh and increased regularity	15/16	Matt Silver DCA	All stakeholders	Ongoing	Needs further resourcing
<b>Podcasts</b>	Agree podcast recording following each LEP Board meeting with key decisions made	15/16	Chris Pomfret Matt Silver	For website	Not done currently	Needs resourcing