The case for a Cornwall and Isles of Scilly Enterprise Partnership

Empowering Enterprise
Support

Sir John Banham DL
Chairman - Johnson Matthey PLC

Two centuries ago, Cornwall was amongst the richest counties in England; today it is amongst the very poorest.

Since the 1979 Cornwall Conference successive local initiatives have identified the key to turning the situation around: a world-class, business-led partnership between the public and private sectors, based in Cornwall and accountable to the people of Cornwall.

World class, because nothing but the very best will be good enough. A partnership because business is the key to creating sustainable growth. Business led because, even in good times, the public sector-led alternative has failed e.g. to deliver affordable housing where it is needed. Based in Cornwall, because local accountability is vital.

Better over a decade late than never. Much has been achieved since 1979. But the basic challenge remains: closing the economic gap with the rest of Britain. Today’s harsh public expenditure climate makes an effective Cornwall and Isles of Scilly Enterprise Partnership even more vital to the future posterity of the County.

Martin Follett
Chairman - Cornwall Chamber of Commerce & Industry

The Cornwall Chamber and its affiliates consists of 2,000+ small and medium sized businesses, across all economic sectors. We are really excited about the opportunities presented by a Cornwall and Isles of Scilly LEP. Closer partnership will help us all – public and private sectors – to build on our strengths and make the most of some quite unique circumstances.

Through our links with other regions across the UK, via the British Chambers of Commerce, we have seen how other areas are approaching the question of partnership. Here in Cornwall and the Isles of Scilly we are well-used to resourceful collaboration. This new partnership has the potential to really exploit existing working links and empower what is a very vibrant and ingenious business community.

Federation of Small Businesses

Lorrie Eathorne-Gibbons (Chairman of the Federation of Small Businesses) is fully in support of this submission.

Lord Myners of Truro

The private sector in Cornwall and Scilly have an enviable track record of innovation and enterprise and putting business at the heart of local decision making will be vital if we are to conquer our economic challenges and realise our opportunities. For that reason I am convinced that a Cornwall and Isles of Scilly LEP will help business to prosper and promote economic growth.

Tim Smit
Chief Executive, The Eden Project

I support Cornwall and The Isles of Scilly bid for LEP status because this is a once in a lifetime opportunity for Cornwall to take control of its own destiny and to make a huge statement about its ability to shape its own future. The LEP will provide the opportunity to build an enterprising culture that delivers thriving new businesses, fit for the 21st Century. Only by developing resilient communities and the green economy, will Cornwall be in a position to face the challenges ahead.

Mark Dudderidge
Managing Director Ginsters (Samworth Brothers)

I would like to confirm and register Samworth Brothers’ support for the establishment of a Local Enterprise Partnership for Cornwall and the Isles of Scilly.

We feel that such a structure would be beneficial to our businesses, Ginsters, Kensey Foods, Tamar Foods, Tamar Desserts, Westward Laboratories and Samworth Brothers Distribution, who are all based in the county. Indeed, very few of our 2,800 employees live outside Cornwall.

In addition, the recent creation of the Unitary Authority, together with the huge benefit of the Convergence Programme specific to the county, in our view all makes the case for a Cornwall and Isles of Scilly LEP.
The case for a Cornwall and Isles of Scilly Enterprise Partnership

Paul Wickes  
Chief Executive Cornwall Marine Network  
Cornwall Marine Network, on behalf of 350 Cornwall-based marine businesses, fully endorses the proposed Cornwall & Isles of Scilly Local Enterprise Partnership.  
CMN has supported the Cornwall Economic Forum for a number of years and we believe the proposed LEP will enable an extension of this key strategic body to include more private sector key stakeholders to inform future enterprise strategy and improve support to more local private businesses.

James Staughton  
Managing Director St Austell Brewery  
LEP for Cornwall and the Isles of Scilly would provide a great opportunity for true partnership working within the public, private and voluntary sectors. It is critical that the private sector has a far greater influence and involvement in key decisions that affect our region than they have to date. The prize for doing so is considerable and could go to creating a successful and ground-breaking legacy for the future of Cornwall and the Isles of Scilly.

Dave Linnell OBE  
CEO and Principal Cornwall College  
Cornwall College fully supports the establishment of a Local Enterprise Partnership for Cornwall and the Isles of Scilly that is based on the boundaries of the County. We believe that this will provide the structure that will allow Cornwall and the Isles of Scilly to meet the aspirations of the people, involving the business community in the most effective manner.

Thelma Sorensen OBE  
Chairman Cornwall Business Partnership  
An overwhelming majority of the CBP membership welcomes and endorses in principal the opportunity to build on the strength of the Cornwall and Isles of Scilly Economic Forum in the proposed submission of a Cornwall and Isles of Scilly LEP.  
It is felt that this is the best option for the private sector to actively participate and strongly engage in the economic development of Cornwall and the Isles of Scilly.

Blair Thomson  
Chairman, Cornwall Voluntary Sector Forum  
The third sector fully supports the proposal for a Cornwall and Isles of Scilly LEP and is a significant driver for, and supporter of, the private sector in the development of the economic as well as the social health of the County. The VCO sector not only has the ability to deliver vital public services economically, but has already been a leading supporter of Cornwall’s creative, cultural, maritime and environment sectors. It not only generates income to the County - almost half a billion pounds a year - but has added value through its contribution to job creation.  
Both through the Cornwall Voluntary Sector Forum as the voice of some 4,000 charities and voluntary and community organisations, and through its membership of the Cornwall Strategic Partnership, the VCO sector in Cornwall is signed up to, and key to, the vision of economic development of the County through its delivery of the Government’s Big Society agenda.

Simon Tregonning  
Chairman of the Visit Cornwall Partnership and Managing Director Classic Cottages  
I favour the formation of a Cornwall and Isles of Scilly LEP because I believe that, in tourism in particular, it gives us the opportunity to align the public support for tourism with the destinations that the customer recognises. My hope is that a Cornwall and Isles of Scilly LEP will allow us to tailor the spending of public funds more closely to the needs of Cornwall as a destination.

Catherine Mead  
Chair Cornwall Agri Food Council  
The Cornwall Agri Food Council (CAC) wholeheartedly endorses the proposed Cornwall and Isles of Scilly LEP. CAC is a membership organisation representing all aspects of agriculture, food production and land based industries.  
The agriculture sector will be key in the development of green energy solutions, climate change mitigation and will continue to work closely with tourism. The food manufacturing sector will continue to be a significant employer in the County and increasingly important as food security and food poverty become pressing issues. These agendas are central to Cornwall’s economy.
Ashley Shopland  
*Business Development and Services Director - Imerys Minerals Ltd*

Imerys is pleased to register its support for the creation of a Cornwall and Isles of Scilly Enterprise Partnership that will deliver economic and social benefits to these communities.

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Andrew Holland  
*Director & General Manager PALL Newquay and Chair of the Cornwall Manufacturers Forum*

The manufacturing sector makes up around one third of Cornwall’s economy and we welcome the proposal for a strong, progressive Cornwall and Isles of Scilly LEP to provide enhanced support to modern manufacturing and in particular to develop the advanced skills needed for the sector and the wider economy.

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Will Ashworth  
*Managing Director Watergate Bay Hotel and Extreme Academy*

In order for the private sector to drive the economy out of recession it will be vital that Cornish businesses work more closely together and in a proactive partnership with the public sector. A Cornish LEP gives us the opportunity to shape our future as a dynamic region like never before.

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Dave Meneer  
*Chief Executive Fifteen Foundation*

The LEP debate shows what exciting times we live in in Cornwall; the plans thus far have a vibrancy and a cohesiveness that will be hard to match in any other region The natural geography of the county and the way its entrepreneurs have all been marching in the same direction in recent years, combined with the legacy of deft, imaginative and effective use of European funding will surely mark it out as one of THE LEPs to watch as this exciting new programme unfolds.

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Sarah Trethowan  
*Director TRAC Services*

This submission clearly demonstrates the level of ambition we have as a county. It has strong support from all sectors, particularly the businesses of Cornwall, and this will be the key to its success.

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Jane Sutherland  
*Director Creative Skills*

Creative Skills fully supports the proposal for a Cornwall and the Isles of Scilly Local Enterprise Partnership.

The Creative Industries sector in Cornwall and Scilly is made up, predominantly, of microbusinesses and self employed practitioners. Over the past ten years, as a result of funding from Objective One and now Convergence, the Creative Industries has benefitted from the opportunity to have flexible, sector responsive skills development via the Creative Skills programme.

Creative Skills’ wealth of local sector knowledge and flexible, responsive, tailored delivery are essential for the development of skills to enable increased economic activity for the Creative Industries in Cornwall and the Isles of Scilly.

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Peter Child  
*Managing Director, A&P Falmouth*

As one of the leading maritime companies in Cornwall A&P Falmouth fully support the bid for Cornwall and Isles of Scilly as a logical, dynamic and experienced Local Enterprise Partnership. It is critical we continue to build on the experience we have learnt via Objective 1 and together take that into convergence funding and the LEP. The opportunities for Falmouth as a deep water maritime centre of excellence are tremendous and can be delivered by the local partnership of private and public organisations.

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Ian Granville  
*Financial Director, Pendennis Shipyard Ltd*

A strong LEP and real partnership involvement with the public sector is essential for our company and the marine industry to maximize the domestic and international opportunities on the horizon.

At strategic level a co-coordinated LEP will ensure valuable resources and the energy of the business community are channeled into the targeted areas for growth and a vibrant and sustainable economy for the region.

At company level active involvement of the LEP in the development of people within the innovation and skills agenda, sharing knowledge and experience across all sectors can only benefit the quality and delivery of training and ultimately the wider economy.

We see a two way involvement in a strong LEP as a great opportunity to gain new partners in the development of our business alongside that of our employees shareholders, banks and supply chain.
Support from MP’s and MEP’s

George Eustice MP

Stephen Gilbert MP

Sarah Newton MP

Dan Rogerson MP

Giles Chichester MEP

Ashley Fox MEP

Julie Girling MEP
Business connectivity is about to be transformed with superfast broadband. Low carbon technologies flourish as we harness energy from wind, waves, sun and earth. Innovative centres for higher education and research have won international acclaim. The creative sector is strong, with world class art, theatre and heritage. High value tourism offers superb hotels and restaurants to match the beauty of our natural environment and the quality of local food and drink.

What else?
Local ingenuity, tenacity and resilience are reflected in a vibrant community sector and a strong tradition of voluntary action. Our business community is characterised by a history of innovation and enterprise. Imaginative partnerships with the public sector have harnessed these strengths and delivered transformational improvements through multi-million pound projects thanks to Objective One and Convergence funding.

So, we have a real track record of success and everything to play for.

Businesses, councils, colleges and communities – all are united in our bid for a Local Enterprise Partnership for Cornwall and the Isles of Scilly. This is what we’ve been waiting for.

Make no mistake. This is not about parochialism. It’s about ambition and flair and building on the strengths that make us unique.

It’s about creating a vibrant partnership that enables Cornwall and the Isles of Scilly to expand their role in the global economy.

Without question we will be working closely with our neighbours and colleagues in Devon and the south west – this is absolutely vital. We will also be forging links and doing business with other parts of the UK and overseas.

Our message to Government is simply this. Give us the freedom and power to shape our own economy and we will deliver for UK plc.

We will show how digital connectivity can transform businesses, education and public service delivery. We will ensure the UK leads the way in the development of low carbon, green technologies. We will operate national assets like the wave hub. We will host and administer European programmes in the south Cornwall and the Isles of Scilly are exciting places to be right now.
west, delivering efficiencies for national government. We will show Big Society in action through the successful devolution of power, assets and resources to our local area.

Our two councils – incidentally, the largest and smallest unitaries in the UK - are united in developing this bid with local businesses and communities. As the public sector itself undergoes radical change and develops new models of delivery, we will be at the heart of transformation, helping to shape a new economic profile for our area.

In partnership with a vibrant private sector, councils can play an increasingly exciting role in developing the local economy. Cornwall Council, for example, is looking to set up a capital investment programme on the basis of savings that could be generated from public sector integration. Just imagine, with appropriate match funding, the savings could finance a capital pot in the order of £1b. This would be controlled locally without any Whitehall red tape. Bang on target for the Big Society agenda.

We know what we need to do to improve local employment, skills and quality of life. A stronger local economy will be better placed to create opportunities. Let us get on with it, let us make our own decisions and we will give the Government a template for community success. **This is our promise.**
Executive summary

This document states the case for a Cornwall and Isles of Scilly Enterprise Partnership.

Why Cornwall and the Isles of Scilly?
The success of the Objective One and Convergence programmes. The arguments for Cornwall and the Isles of Scilly being classed as a functional economic area matched to its own LEP. The economic challenges and opportunities that Cornwall and the Isles of Scilly currently face. Our excellent track record in delivering key infrastructure projects. Our strong history of partnership working.

Key principles
- Business will be at the heart of the governance and delivery structures.
- Decisions on economic priorities and investment will be made locally.
- The governance arrangements will be strategic and focussed on a narrow range of economic outcomes and sustainable growth.
- The delivery of our economic strategy will be undertaken through the use of both the private sector and the Cornwall Development Company (CDC), itself private sector led, with a private sector chair and a majority of private sector directors.
- The LEP will be collaborative, working with other local authorities and LEP areas when required.

What will a Cornwall and Isles of Scilly Enterprise Partnership do?
Key areas of activity that will shape the focus of the Cornwall and Isles of Scilly Enterprise Partnership. Employment and skills, next generation broadband, creative industries growth, tourism, farming and food, business support, European funding and appropriate infrastructure development.

Structure
The proposed governance and delivery structure. Private and public sector partnership working is of paramount importance. We expect the private sector to chair and lead our LEP. We envisage that the Cornwall and Isles of Scilly Economic Forum will develop into the governance structure, with the CDC and private sector organisations delivering on the ground.
Outcomes
Some key targets linking with those of the European Operational Programme are outlined. These include in the period up to 2015: 3000 new quality jobs in Cornwall, Gross Value Added (GVA) growth of £100m, attracting inward investment with associated GVA growth of £30m, extra 100,000 sq metres of high quality green workspace, and more focussed research and development (R&D) activity through the Combined Universities in Cornwall (CUC).

Wider collaboration
The Cornwall and Isles of Scilly Enterprise Partnership will be outward looking, seeking to collaborate in key sectors with other LEPs, world class companies, academics and individuals, wherever they are based. We are ambitious and see our LEP operating at the heart of the global economy.

Future economic leadership
The leadership role of the Cornwall and Isles of Scilly Enterprise Partnership in relation to sectors and projects that we are currently leading or aspire to be leading. We put forward a strong case that we have an offer to make to the wider economy, and can be used as an exemplar in areas such as renewable technologies.

Transition to a Cornwall and Isles of Scilly Enterprise Partnership
How we can better use existing resources to ensure that the cost of running the LEP does not become a burden on the taxpayer. Our commitment to having a shadow LEP up and running by April 2011.

Conclusion
How our LEP will make a difference to our businesses and communities.
Why Cornwall and the Isles of Scilly?

There is a strong case for a bespoke, tailored approach to economic growth and regeneration in Cornwall and the Isles of Scilly.

This is based on our distinctive challenges and opportunities, cultural identity and cohesion as well as a track record of delivery. As early as 1996, the Office for National Statistics (ONS) suggested that Cornwall and the Isles of Scilly become a NUTS 2\(^1\) area in its own right. This decision was taken on the basis that Cornwall and the Isles of Scilly, was a functioning economic area with unique challenges in terms of economic wellbeing.

This classification has since allowed Cornwall and the Isles of Scilly to access European Objective One and Convergence funding. This has been hugely successful in transforming the economic fortunes of our area, experiencing the second highest Gross Value Added (GVA) growth of any area in the UK during the last 10 years. Cornwall and the Isles of Scilly are currently at the mid-point of European Convergence structural funding programmes (ERDF and European Social Funds - ESF) that are ring fenced to our area. It is crucial that these programmes are delivered in a timely, relevant and sustainable manner during the next few years. The creation of our LEP will add efficiency and value to the delivery of Convergence and ensure the private sector is at the heart of decision making on investments.

The economy of Cornwall and the Isles of Scilly has a large degree of self containment, with 92% of the resident population working in the area. Additionally, the challenges and opportunities associated with polycentric urban areas, small settlement patterns and a rural economy all contribute to a unique set of economic drivers that need to be considered within the context of our peripheral location. Coupled with the results of our consultation, where there was overwhelming support for a LEP for Cornwall and the Isles of Scilly, along with support from many other key partners (see appendix 1), this all lends credence to the very strong arguments supporting the creation of a Cornwall and Isles of Scilly Enterprise partnership.

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1. Nomenclature of Units for Territorial Statistics, an accepted geocode for referencing the subdivisions of countries for statistical purposes.

2. Out of the 36 NUTS 2 regions. NUTS regions are statistical regions for areas across the European Union.
Progress, momentum and challenges

Some high performance

The graphs below show Cornwall and Isles of Scilly’s position in relation to other areas in Great Britain (the aqua bar represents Cornwall).

Growth rates are one of the highest in the country
Between 1998 and 2007 Cornwall and the Isles of Scilly’s economy had the third fastest growth in Great Britain.

Employment rates have improved
Employment rates in Cornwall and the Isles of Scilly have increased and now match the average for Great Britain.

The proportion of people qualified to degree level has increased
The proportion of the working age population that are qualified to NVQ4+ (degree or equivalent or above) is getting closer to the national levels.

Opportunities and pay for women have significantly increased
In Cornwall and the Isles of Scilly women’s average pay as a proportion of men’s is one of the highest in the country. This represents a very real improvement in equality of opportunity over the last 10 years.

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But still some way to go

The path to a more resilient economy has been locally generated and planned. However, this momentum must not be lost as much of the evidence demonstrates that we are still well below most other areas in the country.

The economy remains vulnerable
The value of Cornwall and the Isles of Scilly’s economy is still one of the lowest in the country.
Regional Accounts, ONS

Earnings overall are still some of the lowest in the country
Many of the foundations for a stronger, more productive economy are in place, but these improvements are yet to fully impact on local wage levels.
Annual Survey of Hours and Earnings  Full time weekly earnings (£, 2008)

GVA per head (£/head 2007)
A strong track record leading to a successful future

Whilst we face great challenges, we believe that Cornwall and the Isles of Scilly have the track record to ensure that our LEP can drive the changes required to transform our economy. We have made tremendous progress over the last 10 years. We are confident we can build on this success through greater local direction and delivery. We are ambitious. We come from an area where people are known for their determination to succeed and make an impact not only on a local but also on a worldwide basis. Given the right tools, we can create a similar impact again by unleashing and empowering our businesses.

Partners from the private, public and third sectors in Cornwall and the Isles of Scilly have delivered initiatives such as CUC³, which has transformed the educational attainment and aspirations of our young people. Projects such as Actnow⁴ and Newquay Cornwall Airport have improved connectivity and brought our business community closer to markets where they can thrive. We have exciting plans for next generation Broadband, a Region of Culture, an Eco-Town, a national centre for renewable technology and the development of international quality clusters of business and academic excellence.

We have world class businesses in Cornwall and the Isles of Scilly; many have well recognised brands, often based on the strong cultural identity of our area. This is something that should be capitalised upon through greater co-ordination. These businesses have continued to be successful despite the recent recession, and their role along with that of small and medium sized enterprises (SMEs) in leading and defining the future economic priorities of our area will be vital. They will be the bedrock upon which our economy can be successful. As such, we should seek to evolve and promote key market sectors such as the creative industries, marine, food and drink, agriculture, tourism and environmental, many of which have experienced high GVA growth in recent years. For example, in the last 10 years the agri-food industry has grown from £1.0b to £1.5b.

We have an excellent track record of partnership working: this is part of our culture. Our Objective One programme is famous across Europe as an exemplar of what can be done when the private and public sector work well together. The delivery of our current European structural fund programmes is just as highly regarded and we have been asked to provide evidence to the European Commission outlining how Cornwall and the Isles of Scilly have delivered so successfully while other areas have struggled. We can do the same with our LEP.

Building on this success, the Cornwall and Isles of Scilly Enterprise Partnership can also make a genuine offer to the wider UK, European Union (EU)
and world economies through its development and application of renewable and cutting edge technologies. Supporting this, we will soon have a unique advantage. We are using ERDF in partnership with the private sector to ensure we will have next generation broadband across the area. This is a fantastic benefit. It will enable existing businesses to grow, and encourage others to locate here. It will enable us to share our success with other remote rural areas of the UK and be in the vanguard of creating enhanced connectivity to the global economy.

We have the innovation, experience and drive to achieve great things for the people of Cornwall and the Isles of Scilly. We have much to offer the wider economy too. A Cornwall and Isles of Scilly Enterprise Partnership, using the best abilities of the private, public and third sector, will allow us to shape our own destiny. It will give us the capacity to define and implement our own priorities, delivery solutions and economic growth.

We are aware of the opportunities and drivers coming from other areas and how we can best take advantage to strengthen our local economy. This joined-up approach is a perfect articulation of the Big Society principles. It builds on the concept of double devolution through empowered communities working together to get things delivered in and for their area. We have always had a big society with big ambitions and our LEP will help us realise them.
Key Principles

A Cornwall and Isles of Scilly Enterprise Partnership, responsive and flexible to local business needs and aspirations, will transform our approach to economic development.

We will be able to rebalance the economy away from the public sector towards new high value growth areas, especially in sectors such as low carbon technology and the knowledge economy.

We strongly support the Government’s policy of decentralisation and localism, developing the concept of the Big Society and strengthening local delivery and accountability. The development of a LEP which would effectively combine economic development, regeneration and planning at local level fits perfectly with this agenda. The LEP model offers real opportunities for greater local cooperation and more focused activity that is relevant to Cornwall and the Isles of Scilly. Above all it would allow resources to be allocated within a far simpler and more locally responsive governance framework, and therefore generate efficiency savings. We can do more for less with our LEP.

The results of feedback from consultation with business, the public sector, and members of the wider community has resulted in a set of principles to guide the functionality and ethos of the Cornwall and Isles of Scilly Enterprise Partnership.

- Business will be at the heart of the governance and delivery structures.
- Decisions on economic priorities and investment will be made locally.
- The governance arrangements will be strategic and focused on a narrow range of economic outcomes and sustainable growth.
- The delivery of our economic strategy will be undertaken through the use of both the private sector and the CDC, itself private sector led with a private sector chair and a majority of private sector directors.
- The LEP will be collaborative, working with other local authority and LEP areas.
In order to succeed our LEP must be a true partnership between the private and public sectors. As such, the LEP will be fully cognisant of the requirements of businesses on the ground (especially SMEs), how conditions can be improved to increase profitability, with the involvement of recognised, trusted and successful business leaders and entrepreneurs at the heart of the LEP.

Given the need to create efficiencies in public finances and our aspiration to rebalance the economy towards the private sector, our LEP will support and foster an increase in the aspirations of the private sector as it meets the challenge of competition rather than the opportunity of funding. The LEP will support the process of rebuilding and rebalancing our local economies, without strangling businesses with red tape so that new economic opportunities can spread throughout our area through the wealth generating private sector.
What will the Cornwall and Isles of Scilly Enterprise Partnership do?

The Cornwall and Isles of Scilly Enterprise Partnership will help rebalance the economy towards the private sector by creating the right environment for business growth.

We consider that LEPs should be ambitious, bespoke and should contain the functionality appropriate to promoting enterprise. Based on the feedback from the consultation and the broader context and drive of the LEP framework, several key areas have been identified.

- The development and support of key economic sectors, including: Low carbon sector development building on the fact that our area is at the forefront of the implementation of marine, solar and geothermal renewable energy. Examples are the development of Wavehub, the Peninsula Research Institute for Marine and Renewable Energy (PRIMARE) and the Environmental Sustainability Institute (ESI). We also
hope to work closely with the West of England LEP that has expertise in tidal power.

**Agriculture and food production**, including fishing, which forms the bedrock of our economy and will continue to be a key employer.

**Creative industries** where we already have clusters of nationally important creative and cultural businesses such as Porthmeor, Leach and Tate St Ives.

**Marine and maritime** with a strong focus on business generation and private sector led employment growth.

**Tourism** with an emphasis on increased productivity and value, improving the quality of employment, ensuring we remain one of the top tourist destinations, maximising the impact of tourism on the wider economy and developing sustainable tourism.

**Rural economy** recognising and tackling the barriers to growth including connectivity, encouraging high value businesses and developing the opportunities inherent in low carbon technologies.

**Aerospace** with key linkages made with areas such as Bristol to develop an aerospace business cluster at Newquay Cornwall Airport, one of the largest unconstrained inward investment offers for the sector in the UK.

- **A strong focus on employment and skills** where we will use the good practice developed through Cornwall Works to tackle barriers to employment and further develop activity to improve the skills of Cornwall’s workforce. We will help people into jobs and rebalance the economy away from the public sector (currently 28% of the workforce compared to 26.6% nationally) towards more employment in the private sector. Activity will complement the work of the Employment and Skills Board (ESB), comprising representatives from both the private and public sectors. We will promote the development of the CUC and the ladders of progression from schools to Further Education, Higher Education, Lifelong Learning and employment.

- **Developing a local investment fund** aimed specifically at strengthening the role and ability of the LEP. These funds would come from a range of private and public sources, including a local asset backed vehicle (LABV), tax increment financing and private investors.

- **Infrastructure priorities** ensuring that business needs are met by developing and delivering infrastructure requirements. Key elements would include influencing transport (and wider connectivity issues), planning and housing, and linking in with infrastructure programmes such as the Local Investment Programmes (LIPs) of Cornwall and the Isles of Scilly.

- **Supporting enterprise, new business start-ups and business survival** Enterprise is a key driver of productivity and economic growth, and Cornwall and the Isles of Scilly are extremely entrepreneurial with high levels of self employment.
**Finance for Business** Working with our businesses to make them more investor ready to ensure they can access existing finance mechanisms and develop new models. Make our business base attractive to venture capital, and use ERDF for projects such as Proof of Concept, Grants for Business Investment which will make our businesses fit for investment and finance.

**The freedom and flexibility to use innovative financial instruments to generate funding for economic development projects** With public sector funding becoming so scarce, tools such as tax increment financing may be required in order to build the infrastructure we need to drive our ambitious plans.

**Hosting and steering the existing European programme teams** This would include the ESF, ERDF and RDPE programme teams, and we would also be interested in hosting the European teams for the whole South West Competitiveness programme. European programmes could then be delivered in a more holistic way, adding value to national funding streams and generating efficiencies in management arrangements and delivery contracts resulting in a greater proportion of the money being spent on projects. We are keen to ensure that current EU programme delivery is not interrupted by the transition to a LEP led model of economic development. We feel this can be achieved if the above programmes are integrated into the emerging LEP as part of a coherent place-based budgeting approach. We have an opportunity, unique within the UK, to align local, national and European funding structures to maximise efficiency and leverage and attract investment from the private sector. The LEP should then take a key role in negotiating and delivering any transitional or post 2013 funds.

**Transferring regionally and nationally held assets** creating an LABV to deliver economic regeneration, development and growth in Cornwall and the Isles of Scilly and attract significant private sector investment (including assets currently owned and managed by the RDA, HCA and Cornwall Council).

**Establishing a single inward investment and place marketing function** to ensure we use resources efficiently to attract new businesses to the area. The Cornwall and Isles of Scilly Enterprise Partnership will play a stronger role in co-ordinating inward investment across the area and tailoring it according to the particular strengths of the area.
Within Cornwall and the Isles of Scilly, we have already created partnerships and delivery mechanisms that can easily be adapted to fulfil the role required for our LEP.

The Cornwall and Isles of Scilly Economic Forum (CEF) has been in place for over 10 years and has played a key role in bringing together the private, public and community sectors to articulate a vision for economic development in Cornwall and the Isles of Scilly. The CEF has excellent links with business and the third sector and has helped deliver Objective One and Convergence. This body will evolve into the governance structure for the LEP. We plan to establish a shadow LEP by April 2011 at the latest.

The CEF is led and chaired by the private sector and is a genuine partnership between the public sector and the business community. We will ensure that our LEP incorporates the brightest and best from business, academia and the community and voluntary sector. Membership will be based on ability, influence and a commitment to make a difference.

It is crucial that governance arrangements allow for two key elements of the LEP to properly develop: to deliver democratic accountability for economic development decision making processes, and to ensure that business is at the heart of investment decisions and delivery of our key projects and programmes.

We already have the institutions in place to deliver our vision. The CDC has a strong private sector led Board and has the capacity, capability and track record to deliver key infrastructure projects. We see the further development of CDC as a way of joining up delivery to increase results and reduce inefficiency. We also have an innovative and ambitious private sector in a range of key sectors that is well placed to lead delivery. The role of the CDC is important, as it can build on existing resources and expertise, with the potential to create the country’s
The case for a Cornwall and Isles of Scilly Enterprise Partnership

This could include the functions of a traditional economic development company along with the following; LABV; Public Private Partnership (PPP); Energy Service Company (ESCO) and other Special Purpose Vehicles (SPV). There may also be opportunities for private sector investment into CDC, creating a joint venture using the best of both the public and private sector delivery arms. If successful, we see no reason why we couldn’t in future be in a position to tender for work outside our LEP boundaries.

While the Cornwall and Isles of Scilly Enterprise Partnership would provide the overarching economic strategy for our area, it would need to be cognisant of other key strategies. Within Cornwall, there are three strategies relating to economic development that would be strengthened through the development of a Cornwall and Isles of Scilly Enterprise Partnership. These are Strategy and Action (developed by the CEF), the Cornwall Council White Paper on Economic Development, the Convergence Operational Programme, and the Sustainable Communities Strategy (SCS) for the Isles of Scilly.

These strategies form an interlinking framework for economic development in Cornwall and the Isles of Scilly. They link with other strategic priorities such as the LIPs, the Local Transport Plan, the Sustainable Community Strategies, the Housing and Core Strategies and the emerging priorities from the Employment and Skills Board. It will be important to ensure that our strategic direction is clear and that all partners are moving in the same direction so that resources are targeted where they can make the most impact and to ensure that efficiencies are accrued.
Outcomes

The Cornwall and Isles of Scilly Enterprise Partnership will integrate best practice from businesses, universities, further education, public and voluntary sector organisations to ensure that it delivers the right outcomes and has the relevant capacity to deliver.
No single institution or partner has all the answers. It is by working together that we will succeed. In the period to 2015 it will capitalise on identified strengths and through collaboration commit to:

- Creating wealth through business growth. It will do this by implementing a bespoke relationship-based business development programme for Cornwall’s best businesses, connecting them to people, expertise, finance and networks to maximise their growth potential and create prosperity. In addition to current forecasts, it will generate 3000 new quality, well paid jobs in Cornwall and the Isles of Scilly and an extra GVA growth of £100m.
- Attracting inward investment to the region. It will do this by building on the existing business-led approach towards inward investment, ensuring that existing, geographically mobile companies are retained and new businesses are encouraged to invest in Cornwall and the Isles of Scilly building on the national inward investment offer.
- Promoting the area as a growth hub, both at home and more importantly in the global marketplace. Developing the advanced engineering, hard rock drilling, renewable energy and manufacturing sector through a business-led approach, with an extra 100,000 sq metres of high quality, green workspace provided by the private sector.
- Driving regeneration of deprived areas and developing new ways of reinvigorating areas of deprivation.

The Cornwall and Isles of Scilly Enterprise Partnership will play a role in identifying and driving forward skills development so that economic growth is not held back by skill shortages.

- Promoting and marketing the commercial potential of our universities’ research, knowledge, while ensuring that the offer reflects the needs of business, enhancing employability and local graduate retention.
- Creating a national centre for renewable technology, ensuring that Cornwall and the Isles of Scilly cements its place as a leader in developing these technologies.
- The LEP through ERDF and other programmes will provide business support to 4,000 businesses in Cornwall and the Isles of Scilly.
- We will have 10,000 businesses in Cornwall and the Isles of Scilly using and economically benefiting from next generation Broadband by 2015.

The outcomes of this work should be:

- Improved productivity and higher wages linked to growth in key sectors.
- An increase in the percentage of residents employed by the private sector, with no overall fall in employment.

In conclusion, it is vital the LEP better understands the needs of business, responds positively to the demands of business, creates the transport infrastructure, development sites and housing to support business growth and at the same time protects the environment and safeguards the quality of life.
Wider collaboration

While we strongly believe in the efficacy of a Cornwall and Isles of Scilly Enterprise Partnership, we will also look beyond the boundaries of our LEP to develop sectoral interests.

We envisage developing working relationships with other LEPs in areas such as transport, aerospace, creative industries, education and renewable technologies.

These strategic links would be formed with areas that share common interests. Partnerships could be anything from a simple statement of collaboration through to a formal contractual arrangement. This would build upon the well developed network of contacts that Cornwall and the Isles of Scilly already have and their wide range of mature partnership arrangements with UK and EU partners. We would obviously look to work with our neighbours in Plymouth, Devon and Torbay, but it will be equally important that we understand the impact and opportunities of the global economy. We will collaborate with other LEPs and world class companies, academics and individuals wherever they are based. We are ambitious and see our LEP operating at the heart of the global economy.

It is also important that we develop our relationships with Government, strengthen these links and ensure that we are capable of being flexible and responsive to the challenges and opportunities ahead.
Future economic leadership

We will lead and deliver exemplar projects in low carbon technologies and the knowledge based economy.

Building on our success, our future collaborations, and where we see ourselves moving forward, we consider that a Cornwall and Isles of Scilly Enterprise Partnership can contribute significantly beyond our boundaries to the wider UK economy and beyond.

We will lead and deliver exemplar projects in low carbon technologies and the knowledge based economy. Examples of this are:

- Next generation broadband, and what this will mean to a rural, networked SME economy and for public service delivery.
- Renewable technology, as we will be the only place in the UK with wave, solar, wind and geothermal applications.
- Creative industries, as our work towards recognition as a Region of Culture should give an insight into how culture can act as an economic driver in a peripheral area.
- Enterprise and innovation, where we will build on Cornwall and the Isles of Scilly’s legacy and drive future innovations in knowledge and product development.
- Sustainable tourism, where gains in productivity in the agri-food sector have been achieved through a focus on quality, and local sourcing for the tourist industry.
- A Cornwall and Isles of Scilly Enterprise Partnership model will improve the effectiveness of EU funding. We plan to pilot and deliver a LEP driven approach to EU programme management. While delivery of local programmes would be our priority, we would also be keen to investigate a model which saw Cornwall and the Isles of Scilly support the delivery of EU Programmes on behalf of the South West and other local authorities in order to deliver further efficiencies and share best practice.

All these are examples of projects, sectors or areas that we are leading on. They will all provide a valuable input into the picture of economic development in the UK. We consider that a Cornwall and Isles of Scilly Enterprise Partnership will provide us with the platform to develop and work in partnership with other areas to develop similar projects across the UK, and this is a leadership role we would relish.
Transition to a Cornwall and Isles of Scilly Enterprise Partnership

We plan to form a shadow LEP from April 2011.
Work is already underway to understand how the Cornwall and Isles of Scilly Economic Forum would need to change from its current form to be fit for purpose.

A more detailed consideration of how work will be taken forward will follow after the September submission date, but we see the following as being likely mechanisms that will be used.

- Joint private and public sector LEP steering group meetings.
- Better use of existing capacity within councils, especially sharing resources and professional expertise.
- Enhanced use of existing capacity within businesses, using the private sector as a delivery partner.
- Regional Growth fund (RGF) bids for specific areas of work. Cornwall and the Isles of Scilly are well placed to commit RGF funds that will achieve targets during the next 2–3 years. However, we consider that the RGF should not be the only source of match funding for the European programmes, and that separate funding pots should be made available. This is especially important given the excellent leverage ratio that we currently achieve through our corporate match funding, which represents an excellent return on public money.
- Funding bids for centres of excellence through a range of national and European programmes.
- Alignment of existing programme funding currently being delivered by others.

**Efficiency at the heart of the Cornwall and Isles of Scilly Enterprise Partnership**

We recognise that the current spending environment creates an imperative for all levels of government to refocus on core priorities and maximise the effectiveness of spending and interventions. The Cornwall and Isles of Scilly Enterprise Partnership will continue this work with a further streamlining of services, through securing a financially sustainable future so that on completion of the transition period the LEP is not wholly reliant on public sector funding after 31 March 2012. This will be achieved through long term sustainable funding mechanisms such as local asset backed partnerships and public-private partnerships.

Additionally, both Cornwall Council and the Council of the Isles of Scilly have agreed to share back office functions to support the development of the LEP, with the associated efficiencies that this will accrue.
Conclusion

In Cornwall and the Isles of Scilly, we consider that the creation of a Cornwall and Isles of Scilly Enterprise Partnership will provide the impetus, accountability and relevance to help promote the economic and social wellbeing of our communities.

This LEP would bring together all our key public and private sector partners, with their local knowledge, know-how and aspirations to transform the economies of Cornwall and the Isles of Scilly. Coupled with the ability of the CDC and our local private sector to deliver our priorities, an appropriately resourced and empowered LEP would make a significant and lasting difference to the people of Cornwall and the Isles of Scilly.

The LEP will need to tackle a wide range of issues, some of which such as housing, planning and transport have traditionally fallen under the domain of the public sector. However, if it is to succeed the Cornwall and Isles of Scilly Enterprise Partnership must represent a straightforward partnership between the public and private sector. It must have clear lines of accountability, a strong remit, and the power to deliver. We know that we can make this work, and become an exemplar of how localism and the concept of the Big Society can empower, inspire and deliver local solutions to global challenges, as well as offer leadership on a national and international stage.
## Appendix 1

### Local Enterprise Partnership Consultation

#### Consultation Events
- Online consultation – 2 to 19 August 2010. This received almost 200 responses.
- Presentation to Cornwall Business Partnership - attended by over 80 businesses.
- Meetings with representatives of the private sector including the Cornwall Chamber of Commerce, Federation of Small Business.
- Briefing session for Environment and Economy Overview and Scrutiny Committee
- Meetings with Business Leaders
- Briefing for Cornish MPs

#### Online consultation responses (quantitative)

**Question:**
Below is a list of functions that could possibly be delivered at a local, regional or national level. Please give an indication of which level you think this function could be most appropriately delivered at?

<table>
<thead>
<tr>
<th>Function</th>
<th>Locally %</th>
<th>Peninsula based %</th>
<th>Nationally %</th>
<th>No response %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsibility for determining delegated budgets</td>
<td>74.6</td>
<td>12.9</td>
<td>6.2</td>
<td>6.2</td>
</tr>
<tr>
<td>Shape and influence the delivery of business services and support</td>
<td>77.2</td>
<td>15.0</td>
<td>1.5</td>
<td>6.2</td>
</tr>
<tr>
<td>Hosting and steering the existing European programme teams</td>
<td>67.3</td>
<td>21.7</td>
<td>4.6</td>
<td>6.2</td>
</tr>
<tr>
<td>To steer, guide and influence the delivery of the Rural Development Programme for Cornwall and the Isles of Scilly</td>
<td>64.9</td>
<td>7.2</td>
<td>1.5</td>
<td>6.2</td>
</tr>
<tr>
<td>To coordinate Cornwall and the Isles of Scilly’s skills development</td>
<td>82.3</td>
<td>10.3</td>
<td>1.5</td>
<td>5.6</td>
</tr>
<tr>
<td>Responsibility for low carbon sector development</td>
<td>51.8</td>
<td>24.8</td>
<td>17.0</td>
<td>6.2</td>
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<tr>
<td>Statutory consultee role on the economic aspects of spatial planning</td>
<td>64.7</td>
<td>22.7</td>
<td>5.6</td>
<td>6.7</td>
</tr>
<tr>
<td>Using all public sector assets more productively to bring development sites to market and provide a sustainable source of funding for economic development</td>
<td>72.0</td>
<td>16.0</td>
<td>4.6</td>
<td>7.2</td>
</tr>
<tr>
<td>Strategic influence over transport and infrastructure projects</td>
<td>54.9</td>
<td>32.6</td>
<td>6.2</td>
<td>6.2</td>
</tr>
<tr>
<td>Attracting foreign direct investment</td>
<td>45.5</td>
<td>35.2</td>
<td>11.9</td>
<td>7.2</td>
</tr>
<tr>
<td>Engagement with universities on economic development</td>
<td>49.2</td>
<td>38.3</td>
<td>5.6</td>
<td>6.7</td>
</tr>
<tr>
<td>Support and influence over the Digital Britain agenda</td>
<td>48.1</td>
<td>24.8</td>
<td>19.6</td>
<td>7.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>64.4</strong></td>
<td><strong>21.8</strong></td>
<td><strong>7.7</strong></td>
<td><strong>6.5</strong></td>
</tr>
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</table>
**Question:**
Do you feel that European programmes could be best steered/hosted at the local level?

<table>
<thead>
<tr>
<th></th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>72</td>
</tr>
<tr>
<td>No</td>
<td>11</td>
</tr>
<tr>
<td>Don’t know</td>
<td>9</td>
</tr>
<tr>
<td>No response given</td>
<td>8</td>
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</tbody>
</table>

**Question:**
Which of the following are you representing whilst completing this consultation?

<table>
<thead>
<tr>
<th></th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member of the public</td>
<td>34</td>
</tr>
<tr>
<td>Business</td>
<td>40</td>
</tr>
<tr>
<td>Public Sector</td>
<td>8</td>
</tr>
<tr>
<td>Voluntary</td>
<td>8</td>
</tr>
<tr>
<td>Other Organisation</td>
<td>7</td>
</tr>
<tr>
<td>No response</td>
<td>3</td>
</tr>
</tbody>
</table>
Appendix 2

Case studies
Fifteen Cornwall – the social enterprise tailor-made for the Big Society

Fifteen Cornwall is part of a global social enterprise, founded by Jamie Oliver in 2002 and is owned by the registered charity, the Cornwall Foundation of Promise. There are 3 others in the world – in London, Amsterdam and Melbourne – it is a tribute to the can do attitude of a group of Cornish entrepreneurs in both the public and private sectors that Jamie’s organization was comfortable, indeed excited, by the chance of opening another branch in a non world city location.

At the heart of it all is a chef training programme with a simple mission – to empower disadvantaged young people from Cornwall who are in need of a second chance. Since opening in May 2006 it has taken nearly 70 such 16 to 24 year olds and graduated 41 of them with another 22 currently on the books. The programme is no soft option – but a gruelling 18 month course which takes in NVQ1 and 2 training and a year on the job in busy kitchens catering for 80,000 diners a year, every day of the year. Apprentices graduate with the unique Fifteen Diploma every spring and are guaranteed a place in restaurants in the west country and beyond. Training placements have taken some to Amsterdam, London, Melbourne and St Lucia.

The training is paid for by an almost perfect 50/50 mix of private money – from restaurant trading – and public funding which has been largely ESF and LSC led so far. If social enterprise is all about the synergy that can be maximized from public money working hand in hand with private investment then Fifteen Cornwall is a classic example of what can be achieved. The restaurant profits could run a modest programme, as could the public funds currently available but put the two funding streams together and there is a critical mass that can really make a difference. The quality of training and the quantity of youngsters going through the programme mean that it is now a real force for good recognized for its excellence throughout the industry.

And beyond the training there is a world class restaurant in a stunning location described by the Sunday Times in 2008 as “irresistible” and winning The Observer “Best Italian” restaurant award in 2008. In 2007 the restaurant won the Visit Britain Award for top restaurant in the UK. It plays a major role in a tourism economy that leads the UK.

As well as the trainees it employs 61 young local people all year round; generating a million pound wage bill in a place that simply didn’t exist 5 years ago. Its strong local sourcing policy sees over 80% of its food expenditure going to Cornish suppliers which also gives it a carbon footprint the envy of many. If social enterprise is about balancing the triple bottom line of commercial sustainability, strong social aims and walking more lightly on the planet there are few better examples.
Higher education in Cornwall was very limited before 2000. The lack of opportunities to study in the region contributed to a brain drain of talented young people leaving the region. Businesses in Cornwall were deprived of access to both high level skills and applied research. When Cornwall gained Objective One status in 2000, it was welcomed as an opportunity to address the region’s economic challenges and to move towards a more knowledge based economy. The creation of a credible higher education infrastructure was seen as key to stimulating the economy – alongside Objective One investment in high speed broadband.

Combined Universities in Cornwall is not a university – it is a partnership of six universities and colleges working together to deliver economic regeneration. The partnership was formed at the end of the 1990s, in anticipation of Cornwall being granted Objective One status. Today the partnership involves the University of Exeter, University of Plymouth, University College Falmouth, Peninsula College of Medicine and Dentistry, Cornwall College and Truro & Penwith College, with Cornwall Council, Government Office for the South West and the South West of England Regional Development Agency also acting as trusted advisors to the partnership. All partners share a commitment to working with Cornwall’s businesses.

Objective One and Convergence investment in business-facing activity has allowed the partnership to take risks and to experiment with new approaches to reaching out to businesses which have never considered working with higher education before.

In regions where industries that could drive a knowledge economy are not already established, investment in higher education centres of excellence offers an opportunity to spark new, knowledge based clusters. For example, Cornwall’s Atlantic coastline and the absence of other local power sources give it the potential to be an internationally significant centre for marine renewable energy. The Peninsula Research Institute for Marine Renewable Energy (PRIMaRE) initiative brings together two CUC partner universities with existing strengths in composites, marine research and renewable energy to provide the research expertise underpinning the development of the WaveHub project. PRIMaRE holds dissemination events designed to make its research accessible to an emerging cluster of small renewable energy businesses.
The Isles of Scilly Link - Cornwall and the Isles of Scilly working together

The Route Partnership was formed in 2003 to plan for the future of the Isles of Scilly sea link. At inception it comprised, the Council for the Isles of Scilly, Cornwall County Council, Penwith District Council, the Duchy of Cornwall and the main transport providers to the Islands including the Isles of Scilly Steamship Company and British International Helicopters.

The sea link is vital for the Isles of Scilly, which relies on sea transport as the only suitable method for delivering the quantity and type of goods and services required to sustain its community and economy. The Sea Link caters for 90% of freight (12,000 tonnes) and 90,000 passenger trips (35%) per year. In the absence of sea service, the Islands would not be able to support the 100,000+ visitors it receives annually nor the economy and community of the islands, which have over 2,100 residents.

As a result of being the mainland embarkation point, the Penzance economy in Cornwall benefits from trading with the Isles of Scilly and the additional expenditure resulting from the swollen visitor numbers seeking accommodation, refreshment and entertainment in Penzance, either prior to or following their stay on the islands (thought to be as much as 21% of visitor stays).

There were at that time two overriding considerations.

1. The quays needed upgrading to allow safer, more efficient passenger and freight movement
2. The need to acquire a new vessel or vessels as the current vessels, the Scillonian 111 (passengers) and the Gry Maritha (freight) were unlikely to be fit for service post 2012.

The Route partnership quickly identified a number of potential funding sources for the quays and vessels. These were the DfT Major Schemes Funding through the Regional Funding Allocation (RFA), ERDF Convergence Programme for Cornwall and the Isles of Scilly (2007 – 2013), and Cornwall County Council (now Cornwall Council) prudential borrowing. Cornwall Council is to be the applicant for funds and the client for the build of the vessel and the quay works.

<table>
<thead>
<tr>
<th>Element</th>
<th>Total Costs</th>
<th>ERDF</th>
<th>Cornwall Council</th>
<th>DfT</th>
</tr>
</thead>
<tbody>
<tr>
<td>St Marys Quay</td>
<td>£17m</td>
<td>£5m</td>
<td>£12m</td>
<td></td>
</tr>
<tr>
<td>Penzance Quay</td>
<td>£18m</td>
<td>£6m</td>
<td>£12m</td>
<td></td>
</tr>
<tr>
<td>Vessel</td>
<td>£22m</td>
<td></td>
<td>£10m</td>
<td>£12m</td>
</tr>
<tr>
<td>Total</td>
<td>£57m</td>
<td>£11m</td>
<td>£10m</td>
<td>£36m</td>
</tr>
</tbody>
</table>

This project is waiting a DfT decision post the Comprehensive Spending Review (CSR) but as a lifeline service with other funding we are hopeful of success.
The award winning actnow project was the UK’s first broadband partnership, set up in Cornwall and the Isles of Scilly between the public and private sectors. It was funded with EU Objective One funds, matched with BT private sector and UK public sector investment. The partnership included EU Objective One, BT, Cornwall County Council, Cornwall Enterprise, Business Link, Cornwall College and Defra.

actnow had stunning success. It far exceeded its original highly ambitious target to connect 3,300 businesses, helping over 10,000 businesses to get connected. This was achieved with a demand stimulation programme to raise market awareness, supported by Cornwall’s biggest business sector marketing campaign.

The project ensured that the economic impact of broadband and ICT was maximised by providing in-depth advice to nearly 4,000 of the connected businesses. The actnow accelerator scheme provided grants towards ICT investments by nearly 2,500 businesses, helping them to work more productively and expand into new markets. A total of £6.8m was spent by local businesses on ICT investments, supported by £2.2m of Objective One grants.

At the end of the programme in 2008 the economic impact was clear, with over 4,000 jobs secured and an annual impact on GDP exceeding £100m. In a final survey with over 900 responses, 87% of businesses stated that the internet was now critical to their business and 90% stated that being connected to broadband had helped them work more efficiently.
**actnow** also successfully ran a number of value-added projects and initiatives well ahead of the curve, including:

**actnow farms** – targeted support for this sector, helping over 500 farms to get connected and improve productivity

**actnow flex** – pioneering research of the effects of flexible working on small businesses productivity, employee work-life balance and reduced travel

**actnow reach** – targeted support and advice to ensure that the voluntary and community sector could benefit from broadband efficiency improvements

**wireless broadband** initiatives to ensure broadband is never more than 10 minutes away wherever you are in Cornwall, and to encourage accommodation providers to provide broadband for guests.

**actnow’s** deep understanding of the ability of broadband and ICT to act as an economic driver, and contribution to Cornwall and Isles of Scilly’s economic strategy, has ensured that a significant upgrade to digital infrastructure is one of the key transformational investments that will be made under the Convergence programme.