

Date: Wednesday 13 June 2012
Time: 10.00 – 14.00
Venue: St Austell Brewery Conference Centre

	Action required
1 Welcome and Introductions	
2 Apologies for absence	
3 Minutes from previous meeting	
4 Declarations of interest	
5 Main Board Items for discussion (1.5 hours)	
5.1 Board Engagements	
5.2 Letters of Support	
5.3 Skills and Employment Board	• Update
5.4 LEP Strategy and Business Plan	• LEP Strategy Final Approval • Business Plan comment on draft
6 Project Delivery (1 hour)	
6.1 Project Performance and Project Risks	• Information and comment
6.2 Project Delivery Update (Michael Crich and Russell Ashman will be attending to discuss retention of business rates in relation to Enterprise Zone)	
7 Themed Discussion (1.5 hours)	
7.1 Finance Discussion (Representatives from finance organisations across the county have been invited to take part in this discussion)	
8 Any other business	
9 Next meeting: 31 July at Council of the Isles of Scilly	

CORNWALL & ISLES OF SCILLY

LOCAL ENTERPRISE PARTNERSHIP

CORNWALL AND ISLES OF SCILLY LOCAL ENTERPRISE PARTNERSHIP

MINUTES of a Meeting of the Cornwall and Isles of Scilly Local Enterprise Partnership held at T J International, Treceus Industrial Estate, Padstow, PL28 8RW on Wednesday 16 May 2012 commencing at 10.00 am.

Present: - Philip Hygate, Chris Pomfret, Richard Reed, Alec Robertson, Robin Teverson and Simon Tregoning

Also in attendance: - (None)

Apologies for absence: - Anne Carlisle, Gaynor Coley, Joe Keohane, Chris Loughlin and Chris Ridgers

Officers: - Glenn Caplin – Economic Strategy Manager CC
Emma Coad – Senior Democratic Services Officer CC
Mel Richardson – LEP Manager
Sandra Rothwell – Head of Economic Development CC
Len Smith – Investment Manager CC
Matthew Vowels – Acting Head of Development Services CDC

WELCOME AND INTRODUCTIONS

(Agenda No. 1)

LEP86 The Chairman welcomed everyone to the meeting, in particular he welcomed Nigel Hawke from T J International who had kindly agreed to host the meeting of the Board.

Mr Hawke proceeded to outline the emergency and domestic procedures and advised that T J International was a market leading book manufacturing company, manufacturing soft and hard cover books using the latest digital and litho technology. He provided the Board with a brief summary of the history of the company and the details of the types of work currently undertaken by the organisation. Mr Hawke responded to questions put to him by the Board Members and at the Chairman's invitation agreed to provide input into the LEP Strategy as required.

APOLOGIES FOR ABSENCE

(Agenda No. 2)

LEP87 Apologies for absence had been received from Joe Keohane, Chris Loughlin, Gaynor Coley, Anne Carlisle and Chris Ridgers.

It was noted that some Board Members in attendance would need to depart the meeting early and that on this occasion the Board meeting had clashed with a meeting of the Council's Overview and Scrutiny Committee which had an impact on attendance.

Action: The dates of forthcoming meetings of the LEP Board be checked against the meetings of Cornwall Council's Overview and Scrutiny Committee and Cabinet.

MINUTES FROM PREVIOUS MEETING

(Agenda No. 3)

LEP88 It was agreed that the minutes of the meeting held on 20 March 2012 were a true and accurate record.

Matters arising from the Minutes

LEP 68 - Company Secretary

The Chairman advised that to date four expressions of interest had been received to undertake the role of Company Secretary, helping the LEP via pro-bono support. Interviews had been scheduled at the end of the month with those companies who had expressed an interest.

In respect of enlisting the help of an Accountant from the private sector, two expressions of interest had been received to help the LEP via pro bono support. A further company had expressed an interest, however, it was not yet known whether the offer was for pro-bono support.

LEP 76.4 – Business Consultative Group

A list of representatives had been circulated to the Board prior to the meeting, detailing the names, company and areas of expertise.

Arising from the above, reference was made to the involvement of large corporate companies which did not appear on the list. The Chairman explained to the Board that the Business Consultative Group was for people who represented other business groups such as the Chamber of Commerce or Manufacturer's Forum. Large corporate companies could be approached directly for their views, it was emphasised that in no way were large corporate companies being excluded.

Mel Richardson confirmed that the larger corporate companies in Cornwall had been included as part of the consultation exercise in respect of the LEP Strategy.

Action: it was agreed that key strategic companies within Cornwall be invited to a business breakfast for an informal discussion about the strategy, and that consideration be given to the role of national businesses.

LEP 76.5 Transport Update

The Chairman confirmed that the consultation paper in respect of Great Western Rail Franchise had been submitted following the alignment of the response to the document with the local authority's Head of Transportation and following consultation with the Isles of Scilly Council. In addition, a South West joint response had also been sent following discussions with Mr Tim Jones, Chairman of the Heart of the South West LEP.

The Chairman further advised that in consultation with Phillip Hygate on the draft strategy, the Isles of Scilly Council had highlighted the importance of transport links between Cornwall and the Isles of Scilly and an appropriately worded comment had now been incorporated within the LEP Strategy draft document.

LEP 77 – Bio Mass

In order to clarify the LEP's approach on the viability of Bio Mass, it was confirmed that the wider scope of the viability of Bio Mass be investigated and in that context the proposal that had been put forward to the Board be investigated in more depth.

Action: It was agreed that Glenn Caplin would follow up on biomass discussions and liaise with the project promoter

LEP 70.6 – Local Nature Partnership

Philip Hygate provided the Board with an update on the current position regarding the Local Nature Partnership and the progress made to date. He advised that Local Nature Partnership development continued to make progress and it was envisaged that the Partnership could be aligned along the lines of the LEP. In terms of resources and support it was anticipated that this would need to be similar to that of the LEP.

It was commented that there should not only be links between the Local Nature Partnership and the Local Enterprise Partnership but also the Health and Wellbeing Board being established by Cornwall Council so that economic, environmental and health/social links were all being linked.

LEP 83.1 – Cornwall Chamber of Commerce

The Chairman advised that the Chief Executive of the Cornwall Chamber of Commerce had welcomed the LEP Strategy Consultation document. The Chairman reported that he was due to meet the new Chief Executive in the next couple of weeks.

LEP 83.2 – LEP Constitution

Robin Teverson asked if the Board had seen a final copy of the Constitution.

Action: It was agreed that the adopted version of the LEP Constitution be circulated to all Board Members for information.

LEP 84 – LEP Draft Strategy

The Chairman advised that the LEP Draft Strategy had been circulated for consultation.

DECLARATIONS OF INTEREST

(Agenda No. 4)

LEP89 Alec Robertson declared a personal interest in Agenda Item No. 5.3 (Letters of Support) by virtue of the disposal of the site referred to in the letter becoming a Cabinet decision.

ITEMS FOR DISCUSSION

(Agenda No. 5)

LEP90

Board Engagements

(Agenda No. 5.1)

LEP90.1 1. LEP Network Annual Conference – London – 26 April 2012

Mel Richardson advised that she had attended the LEP Network Annual Conference in London on 26 April, 2012. She advised that a number of high level speakers including 3 Secretaries of State had attended the event, with the opening address by Mark Prisk. One of the key issues coming out of the event was that the lack of resources was hindering the full potential of the LEP's.

Arising from the above, the Board discussed the resourcing issues faced by LEP's and support provided by the public and private sector.

Reference was made to the allocation of future funding from the Government which was likely to be 'allocated' using a set assessment criteria. Concern was expressed that if calculations were based on population, the Cornwall and IOS LEP could lose out on funding.

In conclusion, Mel Richardson advised that the event had provided opportunities to speak to other LEP's across the Country and had been well attended. It was suggested that some members of the Board attend future events.

Action: Glenn Caplin agreed to investigate methods of funding allocation so that a formula could be agreed that could work for Cornwall and Scilly and can be communicated to BIS

2. Deep Geo Thermal Projects

Richard Reed provided the Board with an update on the current position regarding the Deep Geo Thermal Projects. He advised that he was attending a meeting on Thursday with the companies involved to discuss how the projects would proceed.

3. Workshop – Marine Renewable (South West Marine Energy Park)

Richard Reed provided the Board with an update on the current position regarding the South West Marine Energy Park and referred to a workshop he had recently attended, at which he had had the opportunity to discuss with George Eustice MP the potential for a collective approach across the region and the potential challenges.

Arising from the above, the Board discussed how a collective approach could benefit Cornwall and Scilly but work was required to prove the case for the SWMEP. This work would need funding and clarification on how the LEP would be involved in the project. It was noted that whilst the SWMEP was a great concept, if it could not be achieved in a collective way, consideration should be given to proceeding independently.

Action: the Cornwall and Isles of Scilly LEP write an appropriately worded letter to the Climate Change Minister Greg Barker to seek clarification on the funding issues.

4. Wadebridge Renewable Energy Network (WREN) & Pendennis Shipyard

Richard Reed advised that he had recently attended meetings in connection with the above.

5. Plymouth University

Simon Tregoning advised that he had recently attended a meeting with Professor Julian Beer, Director of Research and Innovation, Pro-Vice Chancellor Plymouth University. The Board referred to the potential for an Innovation Centre in the north of the County.

6. Meeting with Anne-Marie Morris – MP for Newton Abbott

The Chairman advised that both he and Chris Loughlin had had a successful meeting with Anne-Marie Morris MP for Newton Abbott regarding assistance for businesses in the South West.

7. Meeting with Mr Dodge, BLS Estates

The Chairman advised that both he and Sandra Rothwell had attended a meeting with Russell Dodge in connection with Convergence funding and the development of office space at Bickland Industrial Estate, Falmouth.

8. Department for Business Innovation and Skills Meeting - Tremough

The Chairman advised that he had attended a BIS meeting at Tremough and discussed the issues of resourcing the Regional Growth Fund and the need to ensure that administration funding was built into future funding bids.

9. Enterprise Zone Board Meeting

The Chairman provided an update on the outcome of the first meeting of the Newquay Aerohub Enterprise Zone and commented on the governance arrangements and the membership.

10. Trunk Road Improvements

The Chairman provided an update on the outcome of a meeting both he and Chris Loughlin had attended with the Highways Agency and Halcrow along with Cornwall Council transport colleagues regarding the availability of pinch-point funding for road improvements on Highway Agency roads. It was clear from the discussions that pinch-point funding could not be used for the A30 at Temple because this funding had to be delivered by March 2015.

A list of other pinch-point priorities had been communicated at the meeting and this would be followed up by letter.

The Board referred to the potential for improvements to the A30 at Temple and the need for this to remain a priority which had been clearly communicated at the Highways Agency meeting and acknowledged by those present. Mel Richardson said that work was being undertaken to seek testimonials from businesses saying what impact the current infrastructure at Temple had on their businesses.

11. Finance in Cornwall

The Chairman advised that he had attended the launch of the Regional Growth Fund and Growing Places Fund at the Finance in Cornwall event as part of the Cornwall Business Week. He referred to an article in the Western Morning News providing a positive response to the One Stop Shop approach.

12. The Vice-Chancellor and Chief Executive of Exeter University, Sir Steve Smith

The Board were advised that the Chairman, Alec Robertson and Philip Hygate had attended a dinner with the Vice-Chancellor and Chief Executive of Exeter University, Sir Steve Smith.

Arising from the above, the Board discussed the relationship of the LEP with Exeter, Plymouth Universities and the CUC.

Action: through Steve Smith, representatives of the Universities be invited to attend a future meeting to provide a presentation to the Board on how the LEP could work together and combine resources

LEP Draft Strategy and Business Plan

(Agenda No. 5.2)

LEP90.2 LEP DRAFT STRATEGY

Mel Richardson advised that following the last Board Meeting in March, a workshop had been held in April, facilitated by Sandra Rothwell, to expand on the issues and comments raised with a view to producing a shorter version of the Strategy with

appropriate measures that could be quantified. The Draft Strategy had been amended to reflect the comments made at the workshop and a copy of the Strategy was now available for consultation. The deadline for the consultation was 31 May 2012 with a view to the Strategy being finalised by the end of June 2012. The Draft Strategy was available on the LEP's website together with details of the evidence base.

The Board was informed that feedback received to date had been positive of the Draft Strategy. In the ensuing discussion, reference was made to the proposed launch of the Strategy.

LEP BUSINESS PLAN

Mel Richardson advised that a structure for the emerging Business Plan had been included with the agenda papers. A workshop had been arranged to be held with SQW to build on the emerging Business Plan – this would be held on 21 May and all Board members were welcome to attend.

Sandra Rothwell proceeded to outline the content of the emerging Business Plan and sought the views of the Board on the proposed structure and the potential links to the Strategy.

The Board commented on aspects of the Business Plan including the timescale for the document, structure, how the actions within the Strategy would link with the Business Plan and be recorded, and how the actions would be prioritised.

Action: In respect of the emerging Business Plan, the following points were suggested:-

- (i) The timescale for the Business Plans should be 2/3/3 year tied to the calendar year;***
- (ii) There was a need to look at each action identified within the Draft Strategy and decide how they would be prioritised.***

Letters of Support

(Agenda No. 5.3)

LEP90.3 The Board was advised that three applications for letters of support from Cornwall and Isles of Scilly LEP had been received.

In addition, a letter of support request form had been received from a private sector developer who had asked for a supporting letter in respect of a planning appeal for the development of office space. Since the LEP, had previously agreed that they would not comment on planning applications until such a time that they become a statutory consultee, a letter would be sent to this effect.

Following discussion in respect of each of the requests, it was agreed that the following action would be taken: -

Letter 1:

Action: The Board were minded to support the project subject to more information being provided to clarify specific details including how the jobs would be created. This information would then need to be circulated to the Board via email.

Letter 2:

Action: an appropriately worded letter be sent on behalf of the Cornwall and Isles of Scilly LEP, supporting the principle of the concept of a creative hub in line with LEP Strategy.

Letter 3:

Action: an appropriately worded letter on behalf of the Cornwall and Isles of Scilly LEP be sent in support.

Skills and Employment Board

(Agenda No. 5.4)

LEP90.4 Mel Richardson provided an update to the Board on the current position regarding the Skills and Employment Group. She advised that Gaynor Coley chaired the Group which was looking at the appointments to the Board. Various nominations had been put forward from relevant provider organisations to include colleges. To appoint private sector and voluntary sector representatives, an open recruitment process had been undertaken and a number of applications had been received by the closing date.

The Chairman confirmed that he would be involved in the shortlisting process. The Board discussed the recruitment process and whether the process should be extended to gain interest from additional candidates.

The first meeting of the Employment and Skills Board with its confirmed membership was expected to be held in mid June.

Project Performance and Project Risks

(Agenda No. 5.5)

LEP90.5 The Board noted a spreadsheet detailing the project performance and project risks.

Project Focus

(Agenda No. 5.6)

LEP90.6 Enterprise Zone

This item had been discussed as part of the Board Engagements.

Regional Growth Fund & Growing Places Funds

Matthew Vowels referred to his reports regarding the Regional Growth Fund and Growing Places Fund both of which provided a summary of the Fund and details of the background together with a copy of the delivery plan.

He advised that both the Regional Growth Fund and Growing Places Fund had been launched at Finance Cornwall on 15 May 2012 and were now live with enquiries being received from interested organisations.

The Chairman advised that if the Board members were supportive of the principle of the delivery plan a more detailed process would follow.

In the ensuing discussion, reference was made to the following points: -

- (i) it was commented on the how the bank interest generated by the Funds would be allocated and whether it would be reinvested or if it could be used to assist with the management activity;
- (ii) it was noted that Cornwall Council had committed funding for CDC to manage the RGF;
- (iii) it was commented on the delivery of the Fund
- (iv) Clarity was sought on the roles and responsibilities for the board members and the procurement rules that had to be followed with public funding. It was suggested that a paper be prepared providing a simple explanation on the rules of procurement;
- (v) the Growing Places Fund would be revolving and self financing by absorbing its own costs of management into the future;
- (vi) it was commented that future Funding programmes should include funding for administration costs rather than having to approach Cornwall Council for assistance, as was the case with Regional Growth Funding;
- (vii) a number of questions and comments were made on the expression of interest form which should be addressed;
- (viii) reference was made to the sign off arrangements and the role of the Board and individual board members and the need for a Board member or someone else on behalf of the Board to be part of the panel;
- (ix) it was commented on the importance of a simplified process;
- (x) reference was made to FAB test and the current position within Strand 2 of the RGF;
- (xi) It was suggested that Mr Tony Stuart be invited to attend a future meeting to assist the Board as appropriate.

Action:

In respect of the Regional Growth Fund:-

- 1. That the LEP Board notes and endorses the content of the RGF Delivery Plan and notes the pre-commissioned projects as part of Strand 2;***
- 2. the detail of the Governance and the mechanism for a Board member to attend meetings of the panel to support and approve the allocation of investment***
- 3. a paper be prepared providing a simple explanation on the rules of procurement***

In respect of the Growing Places Fund

Action:

- 1. That the LEP Board notes and endorses the content of the GPF Delivery Plan subject to the comments raised by the Board being addressed;***
- 2. the detail of the Governance and requirement for a Board member to attend meetings of the panel to support and approve the allocation of investment;***
- 3. To note that there was a maximum of £375k of revenue costs that were uncommitted.***

ANY OTHER BUSINESS

(Agenda No. 6)

LEP91 Financing for SME's

The Chairman advised that he had been approached by a potential investor in small businesses who was looking to attend a meeting of the Board to discuss issues relating to finances for SME's.

Action: It was agreed that when the Board had agreed its approach on finance for businesses an invitation be sent to interested parties to attend a Board Meeting.

NEXT MEETING AND FUTURE MEETINGS

(Agenda No. 7)

LEP92 The next meeting of the LEP Board would be held on 13 June 2012 at 10.00 a.m. at St Austell Brewery Conference Centre.

The meeting ended at 2.30 pm.

[The agenda and reports relating to the items referred to above are attached to the signed copy of the Minutes].

Economic Growth Strategy for Cornwall & Isles of Scilly 2012 -2020

CORNWALL & ISLES OF SCILLY LEP
June 2012

This is the vision and prioritised objectives for the Cornwall & Isles of Scilly Local Enterprise Partnership from 2012 to 2020. It should be read in conjunction with a three year business plan with annual delivery actions.

Foreword

“We are excited to have had the opportunity to create a business led economic strategy for Cornwall & Isles of Scilly founded on a detailed economic review of the area, its strength, weaknesses, opportunities and threats - truly an evidence based strategy. Additionally, many of you have told us what you think are the important issues and we have listened. We have talked to hundreds of businesses both individually and at the 15 road shows which took place throughout the area, we would like to thank everyone who has worked with us over the last 12 months to make this strategy one the whole business community can share in and believe.

We want our business community to take the driving seat and join us in creating a better future for everyone. We now need your help to deliver this vision.

This is a succinct summary based on a combination of what we have heard from you and a long hard look at the facts relating to our economy and future trends. A longer version with the relevant evidence is available alongside the detailed business plan. Sustainable development lies at the heart of this strategy because if in increasing the social and economic well being of the people of Cornwall & Isles of Scilly we destroy the environment – the landscape, its biodiversity, its communities, culture and heritage – then we will have failed. We call this our 'Guiding principle' as this gives us our unique position and opportunity. Equally, whilst there are many 'new opportunities' for economic growth (digital, high tech etc.), if our bedrock industries, towns and key sectors are ignored then the overall strategic objective will not be realised. Our analysis suggests that the four key principles detailed in this strategy are cross much of our economy. We hope that sector and enabling strategies will be developed by experts, that reflect this strategy. Such strategies are being created by the Rural economy sector and the Employment and Skills Board, for instance. Brokering dialogue, challenging, lobbying, conflict resolution and championing will be key roles for the LEP itself.

This is not the first time an economic strategy for Cornwall & Isles of Scilly has highlighted business growth, skills, knowledge economy and the environment. We have really tried to look at the acknowledged drivers of our economy with fresh eyes, commercial focus and a new determination to make a difference. At Cornwall & Isles of Scilly LEP, we are a partnership between business and the two local authorities, but we are mostly business people and we mean business. We need your help to communicate this strategy widely in order that the LEP might fulfil its strategic function and positively influence every strategic instrument relating to the future of Cornwall & Isles of Scilly, encouraging the adoption of our business focus and ethos of sustainable development.

There has never been a more exciting time to be in business or potentially in business

in Cornwall & Isles of Scilly. Join us in helping making our vision a reality”

Chris Pomfret, Chairman, Cornwall & Isles of Scilly Local Enterprise Partnership

What does this mean?

Geographically and culturally distinct, respected as a unique blend of ‘people and place’ where the environment is valued both as a business asset and an inspiration for life. Where businesses and individuals can work as communities and thrive to reach their full potential; confident, outward looking, connected to each other and to the world. A place where ideas are nurtured and have the opportunity to flourish – the value of knowledge is realised and applied with understanding. Home to competitive aspiring businesses; a natural magnet for the ambitious; creating sustainable rewards.

Target By 2020, Cornwall & Isles of Scilly’s gross median annual earnings for all employees will rise from 80.7% to 90% of the UK figure (from £17,201 to £19,193 in 2011 prices).

In summary

Our proposed approach is based on four cornerstones – Business Growth, Skills, Knowledge and the Environment.

Priority 1

Inspiring businesses to achieve their national and global potential

Priority 2

Creating great careers here

Priority 3

Creating value out
of knowledge

Priority 4

Using the natural environment responsibly as a key economic asset

Guiding Principle

The culture, communities and environment of Cornwall & Isles of Scilly will remain special
and unique

We see these four priorities combining in a way that builds on everything that is already special about Cornwall & Isles of Scilly and maximises the potential for our businesses and our economy long into the future.

Guiding Principle

Cornwall & Isles of Scilly is an incredibly special place. This is partly down to our outstanding natural environment and partly down to our people and heritage. There has been a spirit of innovation and inventiveness that has thrived here for centuries, including famous pioneers such as Trevithick. We want to build on that proud tradition and make sure that our bedrock industries, such as food, farming and tourism, remain leading industries in the 21st Century, taking advantage of new technologies and new market opportunities. As well as building on our traditional strengths, we want to pioneer new industries that make the most of our special environment. We want to promote new ways of working so that businesses can compete and reach their potential whilst enjoying everything that is special about living in Cornwall & Isles of Scilly. We are guided by the principle that Cornwall & Isles of Scilly must retain and build on our special and unique assets. Perhaps more than at any time in our history, technology and global trends are conspiring to make our natural assets a source of real competitive advantage.

Priority1

Inspiring businesses to reach their national and global potential

What does the LEP want to see happen?

Every business* aspiring to be the best they can be whether aspiration is local, national or global

More businesses connecting with each other so that they can punch above their weight

More businesses making use of superfast broadband to work flexibly and create 'virtual teams' including people working from home and remotely

More businesses connecting and trading in the rest of the UK and internationally, leading to increased profitability, greater resilience, more and better paid jobs

The emergence of a fresh perception of Cornwall & Isles of Scilly as one of the best connected places in the world and part of the global mainstream

What will the LEP do?

Working with partners the LEP will:

Build on the success of existing bedrock and new industries and key sectors whilst attracting businesses from elsewhere to locate all or part of their business in Cornwall & Isles of Scilly

Raise awareness of how other Cornish and Scillonian businesses have grown nationally and internationally by shining the spotlight on success stories, using this to change perceptions and promote an image of 'real Cornwall & Isles of Scilly'

Help get rid of the obstacles that can stop businesses growing or exporting such as infra-structure and transport links and 'business aware' planning strategies that also protect the special nature of our environment by influencing decision-makers.

Make it easier for our SME businesses to find the right kind of business support and influence the provision of that support to ensure that it is valued by the business community including finance.

To champion the resolution of the long term transport links between Cornwall & Isles of Scilly. Champion the opportunities presented by the latest developments in communications technology

Establish a successful Enterprise Zone at the Newquay Aerohub and promote the establishment of others
EZs

Why does this matter?

Cornwall and the IOS have many great businesses but many others who are yet to realise their full potential. This gives a great opportunity for economic growth through increasing aspirations, and helping these to be achieved. The image of Cornwall held externally does not reflect the 'real Cornwall'. It is essential that this is addressed as attracting inward investment will also be critical in achieving our growth ambitions.

Superfast broadband and the internet are changing the way we all live and work. It is increasingly possible to trade internationally from a base in Cornwall or the Isles of Scilly, talking to customers and colleagues around the globe using the latest technology. Technology now enables us to live where we want to live and trade where we want to trade. At the same time, technology is making it easier for small businesses and the self employed to work in partnership with other businesses so they can compete for larger contracts in collaboration. Customer focussed business support tailored to the individual firm and facilitating access to the best advisors in the world will become part of this dividend.

* Includes social enterprises

Priority 2

Creating great careers here

What does the LEP want to see happen?

Demand for skills and the supply of skills brought into sync

Better jobs being created with higher salaries for a workforce that merits this

Local talent being retained and nurtured further

A new appetite for lifelong learning that means skills are constantly updated and improved to meet changes in demand and emerging opportunities

Recognition that CIOs are great places to live, work, build a career.

What will the LEP do?

Working with partners the LEP will:

Identify future market opportunities and therefore future skills needs, so it is easier for employers and employees to keep their eyes on the horizon and plan ahead

Broker a stronger dialogue between the business community and training providers so that businesses

get the training they need and want

Develop the skills of all workers to match local job opportunities – now and in the future

Advocate the benefits of training to employers and work with them and training providers to make Cornwall & Isles of Scilly a great place to build a career irrespective of starting point

Why does this matter?

There is a strong correlation between the quality of the workforce and how well an economy performs. Yet although young people do well in our local schools, the working age population in Cornwall is less well qualified than the national average. There is a 'Catch 22' situation at present, as businesses say they cannot find the skills they need locally and yet many individuals have the perception there are not enough 'good' jobs in Cornwall, of the type that attract and retain well qualified people. So businesses struggle to attract the best possible talent because subsequent career progression is sometimes seen as uncertain and risky. The Isles of Scilly have the highest skills levels in the country; the issue here is that those with the highest skills tend to be under-employed.

It is vital that Cornish and Scillonian businesses can be staffed by talented and ambitious people, with the skills that are needed to anticipate and exploit new market opportunities, so businesses can grow and achieve their full potential. Allowing existing workers to re-skill is a fundamental means of supporting the emerging sectors such as marine renewables or areospace. Graduates seeking to return to Cornwall & Isles of Scilly will benefit from the development of greater career choice.

Priority 3

Creating value out of knowledge

What does the LEP want to see happen?

Businesses taking full advantage of leading edge knowledge and turning it to commercial advantage

Knowledge based enterprises finding easy access to the right business advice and the finance they need to grow

Entrepreneurship and inventiveness becoming widespread so that businesses are encouraged to spot opportunities and innovate

Opportunities in growing global markets such as renewable energy, healthcare, space/aerospace, digital and creative industries being seized and fully exploited

Quality work space / infrastructure available for businesses at every stage – including incubators for start up,

innovation centres for early stage and space for growing businesses to expand into and cluster.

Development of strong research links between our exceptional academic institutions (Falmouth, Exeter at Tremough, Peninsula Medical school, Plymouth in Cornwall as well as the colleges) and the business community particularly our micro and small enterprises

What will the LEP do?

Working with partners the LEP will:

Promote and broker world class research in key centres – a ‘living laboratory’ – so that we become an exporter of knowledge, with a growing reputation which will in turn also help the image of businesses based here

Identify any knowledge-based resource where there is untapped potential

Ensure that work space that is available is fully geared to the needs of knowledge based businesses at every stage

Make it easier for enterprises to find sources of finance, including investment and also help businesses get ‘investor-ready’

Why does this matter?

Knowledge means more than IT or technology. It means any business where knowledge can provide a competitive edge whether this is simply information or supply chain or market intelligence. Businesses that make good use of leading edge knowledge and research are more likely to be competitive globally. Over the last decade, there has been significant investment in our knowledge base, including University College Falmouth, Exeter University's Environmental and Sustainability Institute at Tremough, the Peninsula Research Institute for Marine Renewable Energy, the European Centre for Environment and Human Health at the Peninsula College of Medicine and Dentistry as well as three new innovation centres supported by Plymouth University.

With a business community that is largely SME based it is important to continue to foster links between academia and business and encourage businesses to develop leading edge knowledge and technologies that give future commercial opportunities and enable businesses to compete in a progressively global marketplace. This is essential if we are to attract inward investment.

Small businesses require support to work with higher education, over and above workspace and finance, particularly to de-risk the first step a business might take into collaborative research and development. It is important to realise that knowledge and innovation can be used within non-knowledge based businesses to create a competitive advantage.

Priority 4

Using the natural environment responsibly as a key economic asset

What does the LEP want to see happen?

A growing reputation nationally and worldwide as a 'green and marine' region which delivers resource-efficient, low carbon solutions

All businesses reducing their impact on the environment, lowering energy costs and carbon emissions where possible, to the point where we have a reputation as a resource-efficient, low carbon business community and all new building demonstrates best practice in sustainable construction

More business activity in renewable energy production

Recognition of the environment, culture and communities as important economic assets in food, fishing, farming, tourism and maritime industries to create growth where feasible and sustainable.

All new builds, including housing and other major developments tone leading edge environmentally.

What will the LEP do?

Working with partners the LEP will:

Work to attract investment to grow renewable and marine sectors

Support businesses that also contribute towards protecting our environmental assets, for example sustainable construction and the built environment, use of brown-field sites as in the Eco-town, transport and waste management

Support the development of high value markets for sustainable local food, farm, fisheries and eco-tourism products and services

Ensure all businesses can easily find advice and any incentive support to reduce their impact on the environment.

Promote Cornwall & Isles of Scilly as a 'green exemplar' developing a concept of 'environmental growth', using economic prosperity to enhance the environment

Why does this matter?

Nationally and globally, there is a growing emphasis on renewable energy and on healthy natural lifestyles that respect the natural environment. These trends are creating rapidly growing markets and new business opportunities. Cornwall & Isles of Scilly is the best endowed area in Europe when it comes to renewable energy potential – geothermal and wave as well as solar and wind. We also have food, farming and fisheries businesses as well as a thriving economy based on marine businesses. The links between the environment and business will continue to grow closer and our unique environment can increasingly be used responsibly as a business asset. It is what makes Cornwall & Isles of Scilly attractive as a place to live, work, visit and play and in the light of current global trends; it is now opening new and exciting business opportunities. However, developing supply side initiatives is only part of the story. Ensuring energy demand is as efficient as possible is also critical. There may be little the LEP can do itself in this area but will champion and challenge where relevant and influence planning decisions to ensure that these reflect this desire Behaviour change will be a key aspect of managing our environmental responsibilities.

How we will work

This is not a pie-in-the-sky dream; it is a thoroughly researched strategic direction which we believe will create a more prosperous future for everyone in Cornwall & Isles of Scilly for decades to come. What we are interested in is real results so we will of course check that this strategy is working and constantly look for ways to make it work harder.

However, the LEP is a small body, part-time and strategic by nature. It will need to use others to help deliver the vision. We will draw on experts from the business community to develop sub-strategies for sectors and key enablers and to implement the associated Business Plan. Specialist teams will be assembled to monitor each strategic priority. Specific Projects will be commissioned and delivered by specialist bodies such as the Cornwall Development Company, or other competent organisations as we have done with the Enterprise zone and the UK grants.

We will work with the Local Nature Partnership, the Health and Wellbeing Board and others to broker dialogue and ensure that the economic, social and environmental aspects of all key initiatives are properly considered early in the process. Where necessary we will seek to resolve conflict, working with our partners and stakeholders to ensure that we largely have one vision and jointly ensure that it is put in place.

← Cornwall Council will review its own ~~Economic Development~~ strategy in the light of the LEP strategy and these will be the driving forces behind the prioritisation and resource allocation recommendations for the European funding programmes.

The LEP's limited resources make it essential that this strategy, and its delivery, is embraced by the business community, specialists and experts from industry and by the two Councils so the LEP is the partnership it was intended to be.

If you would like to see the evidence base that we've used for this, go to:
www.cornwallandislesofscillylep.com

We are listening to you. This is your Cornwall & Isles of Scilly and your economic growth strategy. Help us create a better future for us all.

Together we can do it.

For more info, email lep@cornwall.gov.uk or call 01872 224214

www.cornwallandislesofscillylep.com

ADD PARA:
Where appropriate we will work with other LEPs both local and national where there is a shared agenda item or where working together will bring greater benefits.

Cornwall and Isles of Scilly Local Enterprise Partnership

Draft Business Plan: 1 July 2012 – 31
December 2013

June 2012

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1: Introduction

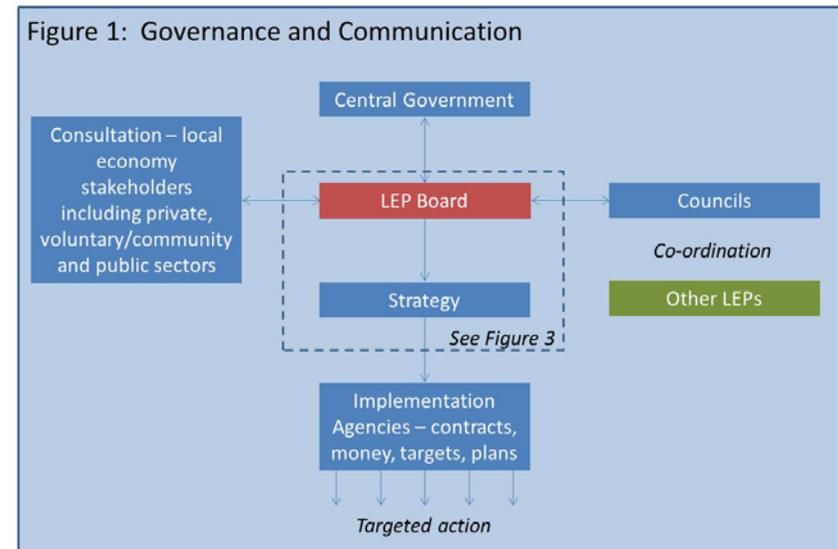
The role and importance of the LEP – and its Economic Growth Strategy – for Cornwall and the Isles of Scilly

The LEP is a high level business-led partnership between local business and local government. It was formed in 2011 and it now has a strong, business-led, Board. As the strategic voice of the business community, its purpose is to drive forward economic recovery and to do so in a way that “works” for Cornwall and the Isles of Scilly. To this end, the LEP has spent the last few months working with the wider business community and other partners to develop a clear **Economic Growth Strategy for Cornwall and the Isles of Scilly** which will be delivered between 2012 and 2020.

However the LEP itself has very limited resources (see **Section 6**). Therefore the delivery of its overall Economic Growth Strategy has to be a shared responsibility – the LEP itself will champion and influence, and – from time-to-time – it will commission delivery. But these interventions will not be sufficient on their own.

As shown in Figure 1, the LEP will therefore:

- work closely with a wide range of key partners and wider stakeholders, including from the private sector and among community groups, to make real headway in relation to the agreed priorities for Cornwall and the Isles of Scilly
- influence the major funding programmes that exist, most notably the Convergence (2007-13) and Post-Convergence (2014-200) Programmes
- inform – from the business perspective – key statutory strategies and plans, notably Local Transport Plans and the Core Strategies from Local Development Frameworks



- work closely with other local enterprise partnerships when a joint approach is likely to be most effective.

However, in charting a course for Cornwall and the Isles of Scilly, the LEP is not the only organisation with a key role. Private sector businesses have the most important role overall. In addition, the two councils and the colleges/institutes of further and higher education all have resources, influence and priorities (and imperatives) of their own. Sometimes the strategic emphases of these different bodies will differ from those of the LEP – but overall, this ought to be a source of resilience and constructive dialogue.

The LEP will therefore sustain a close dialogue with these and other organisations, effectively providing a local economic leadership team for Cornwall and the Isles of Scilly. In this regard, the LEP has noted the progress made in some city-regions in England: while the context is different, the principles of strong local partnership are just as potent – not least in attracting the ear of government at national and EU levels. **[NBSQW – this is quite a strong statement –but it might add clout]**

In effecting economic recovery across Cornwall and the Isles of Scilly – in a way that makes sense to Cornish and Scillian businesses and communities – there is therefore a journey to be travelled. This short-term Business Plan sets out the immediate and initial steps.

Purpose of this document

This document sets out the **Business Plan** for the Cornwall and Isles of Scilly Local Enterprise Partnership (LEP) for the next 18 months: it runs from July 2012 to December 2013. It is the first instalment in an eight year Business Plan which will set out a series of priority actions through which concerted progress will be made in delivering the Economic Growth Strategy for Cornwall and the Isles of Scilly. The intention is that this 18-month Business Plan will be followed, in due course, by successive three-year Business Plans covering the calendar years 2014-16 and 2017-2019 (inclusive).

Structure of this document

This Business Plan is divided into five further sections:

- **Section 2** summarises the **Vision and Priorities** identified in the LEP's Strategy for Economic Growth
- **Section 3** provides an overall **delivery framework**: it explains the roles the LEP will play and the operating styles it will adopt
- **Section 4** sets out a detailed **implementation plan**, structured in response to the four Priorities which define the Strategy

- **Section 5** provides a high level framework for **monitoring progress**
- **Section 6** sets out the LEP's **delivery structure** and summarises arrangements in terms of **resourcing**.

2: Vision and Priorities

Vision and level of ambition

The LEP's vision for Cornwall and the Isles of Scilly is that it is seen as the **natural place to grow great business**. This means that it will increasingly be recognised as being:

- geographically and culturally **distinct**, respected as a **unique blend of people and place** where environment is valued both as a business asset and an inspiration for life
- a place where businesses and individuals can **work as communities** and **thrive** to reach their full potential – **confident, outward looking, connected** to each other and to the world
- a place where **ideas are nurtured** and have the **opportunity to flourish** – the **value of knowledge** is realised and applied with understanding
- a home to **competitive aspiring businesses**; a **magnet for the ambitious**; creating **sustainable rewards**.

Consistent with this Vision, the LEP has agreed a headline target, couched in terms of GVA per job. This is an important metric because it is linked to the economy's productivity – which in turn is central to overall competitiveness. GVA can be measured in various ways but it essentially relates to wages plus profits (GDP is a similar measure but it takes account of taxes and subsidies).

[NBSQW – we definitely agreed to lose the target linked to overall GVA/GDP (as it is simply a measure of overall scale). On reflection GVA per job is probably better than GVA (or GDP) per capita because GVA per job relates more closely to the efficiency of the economy. GVA (or GDP) per capita figures will be deflated because of the large number of non-productive people in Cornwall and the Isles of Scilly in economic terms – i.e. mainly retirees. The table in Section 5 has some baseline data on GVA per job – from which a target could be extracted, although this needs to be done carefully]

Guiding principle

In driving forward implementation, **the culture, communities and environment of Cornwall and the Isles of Scilly will remain special and unique**. The Strategy – and the implementation priorities identified in the Business Plan – are all consistent with this overarching guiding principle.

Priorities

The LEP's Strategy will be delivered through four Priorities which in turn will define the framework for implementation:

- **Priority 1** – inspiring businesses to reach their national and global potential
- **Priority 2** – creating great careers here
- **Priority 3** – creating value out of knowledge
- **Priority 4** – using the natural environment responsibly as a key economic asset.

3: Delivery Framework

Principles of public life

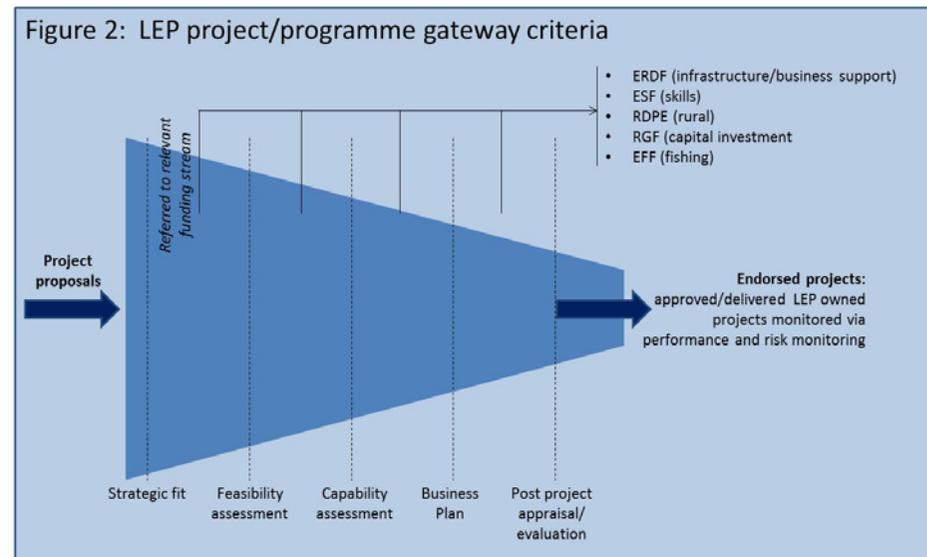
The LEP will adhere to the highest standards, adopting in full the seven Nolan principles of selflessness; integrity; objectivity; accountability; openness; honesty and leadership. The Board will publish agendas for – and minutes from – its own meetings and Board members will make every effort to make themselves available, particularly to businesses from across Cornwall and the Isles of Scilly. [\[NBSQW Does the Board want to commit to this?\]](#)

LEP Roles and Operating Styles

Over the 18 months of this initial Business Plan, the LEP will adopt three key roles and operating styles:

- **Strategic commissioner:** The LEP will commission some key projects directly. In relation to the next 18 months, the LEP has secured some resource from central government (through, for example, the Growing Places Fund), and a key part of this short term Business Plan will be to oversee its effective use (adopting, broadly, the gateway process depicted in Figure 2). In all cases, “delivery” is being (or will be) driven forward by other bodies.

In many cases, the resource that has been secured is being used alongside that from other sources (especially the Convergence Programme). Where this is the case, the LEP will also want to **exercise influence** such that its resources can lever impacts which are consistent with its overall Economic Growth Strategy.



- **Influencer:** The LEP will lobby and inform decision-making processes (at central government/EU levels as well as within Cornwall and the Isles of Scilly), representing the “voice of business” from Cornwall and the Isles of Scilly.
- **“Imagineer”:** The LEP will also – on a limited basis – initiate some developmental work, framing and formulating delivery priorities and solutions for later iterations of the Business Plan.

4: Implementation Plan

The tables which follow summarise agreed actions over the next 18 months which have been defined to advance the four Priorities (set out in Section 2).

The tables are colour-coded to highlight the LEP's principal operating style with regard to each element:

- rows shaded in **light blue** depict actions for which the LEP will act as **strategic commissioner**
- those shown in **mid blue** highlight areas in which the LEP will **exercise influence**
- **dark blue** rows show those activities for which the LEP will engage in developmental work, in its “**imagineering**” role.

Priority 1: Inspiring Businesses to achieve their national and global potential

Action	Operating Style	Key activities for the LEP	Lead partners	Resourcing	Milestones / targets
Attract businesses from elsewhere to locate all or part of their business in Cornwall and the Isles of Scilly	Commissioning / influencing	<ul style="list-style-type: none"> Establishing a vibrant and successful Enterprise Zone at Newquay, focused on the aerospace sector: The LEP will oversee the progress of the Enterprise Zone, providing strategic direction and using influence to accelerate progress (recognising that a successful EZ ought to generate a revenue stream that can be used to implement the LEP's economic priorities over the next 25 years) 	<ul style="list-style-type: none"> LEP Cornwall Council CC Airport Board Cornwall Development Company (which has the key delivery role) 	<ul style="list-style-type: none"> £7.8m has been identified through the Convergence Fund to help deliver key infrastructure linked to the EZ Businesses locating on the EZ will benefit from business rates holidays – worth up to c. £250k per business 	<ul style="list-style-type: none"> Complete design work on the Aerohub Business Park by December 2012 Secure first major inward investor by March 2013 Create over 200 new jobs by December 2013
	Influencing	<ul style="list-style-type: none"> Working closely with the Invest in Cornwall team/UKTI, ensure that Cornwall and the Isles of Scilly are appropriately promoted through 	<ul style="list-style-type: none"> LEP UKTI 	<ul style="list-style-type: none"> No specific resources are needed beyond staff time 	<ul style="list-style-type: none"> Memorandum of Understanding has recently been signed Regular progress

Action	Operating Style	Key activities for the LEP	Lead partners	Resourcing	Milestones / targets
		national marketing initiatives			reporting needs to be established
Champion the opportunities presented by the latest developments in communications technology	Commissioning / influencing	<ul style="list-style-type: none"> Providing support to businesses to grasp opportunities linked to superfast broadband (badged under "Business Boost" programme) Working alongside those delivering superfast Cornwall to ensure that businesses are reached quickly 	<ul style="list-style-type: none"> Cornwall Council holds the contract in respect of RGF and Cornwall Development Company will manage the delivery process 	<ul style="list-style-type: none"> LEP has secured £2m through RGF which will be used alongside the wider (EU funded) roll-out of superfast broadband 	<ul style="list-style-type: none"> Defined initially in relation to the "Business Boost" programme
<p>Lobby to make sure that Cornwall and the Isles of Scilly have the best possible transport links and 'business aware' planning strategies that also protect the special nature of our environment</p> <p><i>And</i></p> <p>Resolve the long term transport links to the Isles of Scilly, the single largest barrier to economic development on the islands</p>	Influencing	<ul style="list-style-type: none"> Establishing fully a Local Transport Consortium across the LEP's geography Identifying, agreeing and overseeing implementation of key transport priorities consistent with the Economic Growth Strategy (e.g. A30 dualling) Continuing to lobby for appropriate rail service provision, including through the Greater Western rail franchise, making the case for increased service provision as appropriate Continuing to make the case for good air services to and from Newquay airport, and encourage businesses to use them 	<p>LEP</p> <p>Cornwall Council</p> <p>Isles of Scilly Council</p> <p>CC Airport Board</p>	<p>Medium term DfT allocation to the LEP area should be clear by August 2012</p>	<ul style="list-style-type: none"> Formally establish Local Transport Consortium across LEP geography Agree priorities for major schemes Process for rail franchising
Make it easier for businesses to find the right kind of business support and influence the provision of that support to ensure that it is	Commissioning	<ul style="list-style-type: none"> Developing a web-based portal to signpost businesses to >200 local/national business support services 	LEP	£25k pa funding secured from BIS for three years	<ul style="list-style-type: none"> Commission a provider through competitive tendering Launch portal

Action	Operating Style	Key activities for the LEP	Lead partners	Resourcing	Milestones / targets
valued by the business community					
	Commissioning	<ul style="list-style-type: none"> • Launching the Business Boost programme to create jobs and promote growth • Retaining strategic oversight in relation to the programme's implementation 	LEP Cornwall Development Company is delivering the programme on behalf of the LEP	£17m funding package is in place, including £6m secured by the LEP from the Growing Places Fund and £5m through RGF (Business Catalyst)	<ul style="list-style-type: none"> • Defined initially in relation to the "Business Boost" programme
	Influencing	<ul style="list-style-type: none"> • Working closely with BIS and those responsible for the roll-out of Business Coaching for Growth to define priorities for Cornwall and the Isles of Scilly • Keeping a watching brief to ensure that these priorities are implemented 	LEP	TBA	<ul style="list-style-type: none"> • Initial conversations with the BCG team • Patterns of BCG delivery need to be reviewed on a regular basis
Identify and broker collaborations between businesses	"Imagineering"	<ul style="list-style-type: none"> • Creating the benefits of "critical mass" in a virtual way in rural and coastal settings by exploring novel and sustainable ways of linking businesses and people across Cornwall and the Isles of Scilly to effect competitive business models, drawing on best practice from around the world. This will include using the work hubs concept in key rural locations and promoting links to Innovation Centres 	LEP University of Exeter, Plymouth University, University College Falmouth	TBA	<ul style="list-style-type: none"> • TBA

Priority 2: Creating great careers here

Action	Operating Style	Key activities for the LEP	Lead partners	Resourcing	Milestones / Targets
Broker a stronger dialogue between the business community and training providers so that businesses get the training they need and want	Influencing / Developmental	<ul style="list-style-type: none"> Establishing an Employment and Skills Board with representation from the private sector and from among educational partners 	LEP Cornwall Council	TBA	<ul style="list-style-type: none"> Board members appointed by summer 2012
Identify future market opportunities and therefore future skills needs, so it is easier for employers and employees to keep their eyes on the horizon and plan ahead	Influencing / Developmental	<ul style="list-style-type: none"> Working through the Employment and Skills Board to develop a Cornwall and Isles of Scilly Skills Strategy 	Employment and Skills Board	TBA	<ul style="list-style-type: none"> Strategic priorities for employment and skills agreed by March 2013
	Commissioning / influencing	<ul style="list-style-type: none"> Developing an aerohub skills strategy Working with the agri-food sector to define and support future skills needs Influencing institutions with Skills Funding Agency, ESF and HE budgets to direct them to address identified skills gaps 	Employment and Skills Board Enterprise Zone Board Duchy College Key institutions (colleges, universities, etc.)	£97k has been secured from BIS to support the early stages of the aerohub skills strategy work	<ul style="list-style-type: none"> Cross-sectoral skills matrix – to be in place by December 2012 Aerohub skills plan – to be in place by March 2013

Priority 3: Creating value out of knowledge

Action	Operating Style	Key activities for the LEP	Lead partners	Resourcing	Milestones / Targets
Ensure that work space that is available is fully geared to the needs of knowledge-based businesses at every stage	Commissioning	<ul style="list-style-type: none"> Investing to enable infrastructure that unlocks strategic areas for business expansion – particularly in terms of “next steps” accommodation for businesses graduating from innovation centres at Pool and Tremough 	<ul style="list-style-type: none"> Cornwall Development Company will manage the delivery process 	<ul style="list-style-type: none"> LEP has secured £6m through RGF which will be used alongside the Convergence Programme 	TBA
	Influencing	<ul style="list-style-type: none"> Advancing the operations of innovation centres at Pool, Tremough and Treリスケ by: <ul style="list-style-type: none"> using influence and profile to promote activities at the three emerging ICs as the focal point for key clusters (e.g. digital industries at Pool; environmental sector at Tremough; health and well-being at Treリスケ) considering how the impact of the ICs can be increased through, for example, links to work hubs which might support wider clustering 	<ul style="list-style-type: none"> Innovation Centre sponsors, CUC 	TBA	TBA
Promote and broker world class research in key centres so that we become an exporter of knowledge, with a growing reputation which will in turn also help the image of businesses based here	“Imagineering”	<ul style="list-style-type: none"> Furthering the concept of “testbed Cornwall” in relation to major social and environmental changes by working with the likes of the Environmental Sustainability Institute at Tremough, etc. to engage in targeted futures thinking, especially in relation to population ageing and energy transition and their 	<ul style="list-style-type: none"> LEP Key relevant business leaders 	TBA	TBA

Action	Operating Style	Key activities for the LEP	Lead partners	Resourcing	Milestones / Targets
		links to future economic growth. This will inform evolving work linked to smart specialisation			
Make it easier for enterprises to find sources of finance including business angel investment and also help businesses get “investor ready”	“Imagineering”	<ul style="list-style-type: none"> Exploring the scope to create investor networks from amongst affluent people living in Cornwall and the Isles of Scilly, many of whom will be in-movers (informed by models elsewhere) Developing opportunities to access investment and working capital across Cornwall and the Isles of Scilly 	<ul style="list-style-type: none"> LEP Board members and other business leaders using their own networks and influence Finance Task and Finish Group 	TBA	TBA

Priority 4: Using the natural environment responsibly as a key economic asset

Action	Operating Style	Key activities for the LEP	Lead partners	Resourcing	Milestones / Targets
Work to attract investment to grow renewable and marine sectors	Influencing	<ul style="list-style-type: none"> Working with partners from across the South West to develop and promote the area in respect of marine renewables, including through the South West Marine Energy Park, with specific projects at Hayle 	<ul style="list-style-type: none"> LEP, working with LEPs from elsewhere in the South West 	<ul style="list-style-type: none"> Growing Places Fund 	TBA
	Influencing / developmental	<ul style="list-style-type: none"> Supporting and promoting initiatives led by the private sector in the field of geothermal energy Exploring the scope for the wider development of geothermal power and accessing investment opportunities 	<ul style="list-style-type: none"> LEP, working with private sector partners 	<ul style="list-style-type: none"> Working with private sector partners to bid into RGF Round 3 	TBA
	Influencing / commissioning	<ul style="list-style-type: none"> Continuing to advance the dredging of Falmouth Harbour and the implementation of the masterplan (e.g. through improved access to Falmouth Docks) Promoting the significance of the marine cluster internationally 	<ul style="list-style-type: none"> LEP, working with Cornwall Marine Network and other private sector partners 	<ul style="list-style-type: none"> The LEP has secured specific resource to improve access to Falmouth Docks (RGF) 	TBA
Support businesses that also contribute towards protecting our environmental assets, for example sustainable construction, transport and waste management	Influencing / commissioning	<ul style="list-style-type: none"> Supporting the development of eco-construction, including through the St Austell and Clay Country eco-community Promoting and championing low impact construction (recognising that the construction sector is an important economic driver and 	<ul style="list-style-type: none"> LEP Cornwall Council Imerys and the Clay Country developer 	Resources secured by the LEP (RGF) are being used to invest in an access road to the eco-community	TBA

Action	Operating Style	Key activities for the LEP	Lead partners	Resourcing	Milestones / Targets
		significant housing growth is planned)			
Ensure all businesses can easily find advice and any incentive support to reduce their impact on the environment	Influencing	<ul style="list-style-type: none"> Working with other bodies to encourage more businesses across Cornwall and the Isles of Scilly to reduce resource use, recognising that escalating costs linked to energy and waste are a significant financial risk 	<ul style="list-style-type: none"> LEP Cornwall Council Council of the Isles of Scilly 	TBA	TBA
Promote Cornwall and the Isles of Scilly as a 'green exemplar'	Influencing	<ul style="list-style-type: none"> Working with those responsible for promoting Cornwall and the Isles of Scilly to promote its green credentials 	<ul style="list-style-type: none"> LEP Cornwall Council Council of the Isles of Scilly Delivery through Cornwall Development Company 	TBA	TBA

5: Measures of success and Key Performance Indicators (KPIs)

The LEP must both track and review progress in implementing its Strategy and Business Plan, and it must manage its own performance in relation to this process. The LEP will discharge this function by collecting and analysing performance data on a regular basis at three different “levels”:

- the **overall economic performance** of Cornwall and Isles of Scilly (shown in light green in the table which follows)
- progress in relation to the four **Priorities** which – alongside the Vision and Guiding Principle – provide the focus for the Strategy (shown in mid green)
- the **implementation of the actions** set out in Section 4 – as evidenced in relation to milestones and outputs (shown in dark green).

In order to monitor progress and to provide a basis for evaluation, the LEP Board has identified a small number of Key Performance Indicators (KPIs) which are consistent with this overall structure. These are summarised in Table 1.

The LEP will gather data and other evidence relating to each of these indicators. It will do so in a manner that is proportionate and cost-effective, building on the progress which has already been made. It will draw on existing published data wherever possible (e.g. from ONS, EU Operational Programme metrics), allowing some assessment of change over time and some comparison of Cornwall and the Isles of Scilly’s performance with other areas (ideally in both the UK and EU). Two indicators are identified for each strategic priority to provide good proxy measure for progress.

In terms of ‘targets’, these need to be ambitious and to be ‘converging’ with at least the economic performance of the south west (convergence nationally is also important, but it is so dominated by the performance of London and its ‘mega-region’ that a formal south west comparator may be more meaningful). It is also recognised that meaningful data to populate some key indicators may not be available until after the period in which the LEP will need to produce its second business plan.

Table 1: Key performance indicators

Level of Performance Management	Key Performance Indicator	Data source	Baseline (where possible)
Overall economic performance of Cornwall and Isles of Scilly	GVA per job	CE – LEFM (projections prepared in April 2012 – all data in 2006 prices)	GVA per job is estimated at £29k in 2012 for Cornwall and the Isles of Scilly; this compares with £35k in the South West; and £38k in the UK. By 2020, the three sets of numbers are projected to be £32k, £40k and £44k respectively. Both the baseline and projected growth rate are lower for Cornwall and the Isles of Scilly than for either the South West or the UK The base projection suggests Cornwall and the Isles of Scilly will grow at 1.4%pa in real terms. To converge with the South West by 2020, it would have to grow at >4.2%pa while to converge with the UK, the growth rate in GVA per job would need to be >5.5%pa.
Priority 1: Inspiring businesses to achieve their national & global potential	Number of businesses benefiting from upgraded ICT infrastructure	Identified in the EU Operational Programme	[NBSQW – is there a baseline available from the Convergence Programme?]
	Number and speed of connections to London	TBA	[NBSQW – does Cornwall Council have access to relevant metrics?]
Priority 2: Creating great careers here	Proportion of Working Age Population with NVQ4 or higher qualifications	ONS – Annual Population Survey – data for 2010	Cornwall and the Isles of Scilly: 27% South West: 32%
	Median gross weekly earnings of full time employees	ONS – Annual Survey of Hours and Earnings – data for 2011	Cornwall and the Isles of Scilly: £425 South West: £473
Priority 3: Creating value out of knowledge	Number of firms involved in collaborative R&D projects	Identified in the EU Operational Programme	[NBSQW – is there a baseline available from the Convergence Programme?]
	Proportion of knowledge-based businesses	UK Competitiveness Index – data for 2008 (from UKCI 2010)	Cornwall: 11.6% (rank 358 of 380 nationally) Isles of Scilly: 2.9% (rank 380 of 380 nationally)
Priority 4: Using the natural environment responsibly as an economic asset	Gross jobs created in environmental sectors OR Growth of environmental goods and services sector including environmental technologies and renewables	Identified in the EU Operational Programme	[NBSQW – is there a baseline available from the Convergence Programme?]
	Emissions of CO ₂ from industrial and commercial activities	Data are available from DECC – latest available for 2009 (and time series from 2005)	Cornwall: 1193 Kt CO ₂ in 2009 compared with 1475 in 2005 Isles of Scilly: 6 kt CO ₂ in 2009 compared with 7 in 2005

Level of Performance Management	Key Performance Indicator	Data source	Baseline (where possible)
Business Plan Interventions	See Milestones/Targets in Section 4		

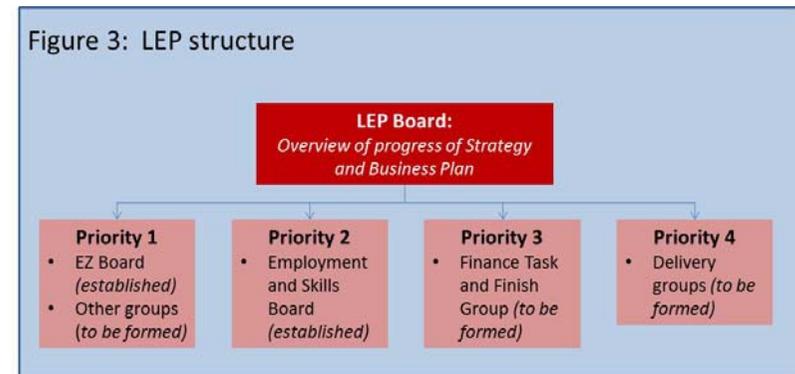
Source: Baseline measures and appropriate targeting exercises for the KPIs above will be undertaken over the summer 2012 and published by December 2012

6: LEP structure and resourcing

LEP structure

In order to oversee the delivery of this Business Plan, the LEP Board will work with a number of sub-groups which have been specially set up under the auspices of the LEP. Aligned with the four Priorities, a small number of sub-groups exist already and more are planned (see Figure 3).

In addition, the LEP will maintain an active dialogue with a wide range of other delivery-focused groups and partnerships, many of which will contribute to the delivery of the overall Strategy in direct and indirect ways: examples include the Local Transport Consortium, various sector networks, and so on. **[NBSQW This is a very vague statement... can it be tightened up and/or Fig 3 beefed up (with links to some of these groups)? – Mel thought it best to restrict the diagram to groups “owned” by the LEP]**



LEP resourcing

The delivery of the overall Strategy will rely on a concerted effort from a wide variety of partners and stakeholders, not least the private sector.

The LEP itself has two types of resources which it will bring to bear.

First, supported by a combination of Start-up/Capacity Funding from BIS *and* resources from Cornwall Council, the LEP has a small, core, delivery resource. Funding for 2013/14 has yet to be secured but the expectation currently is that this function will continue at much the same level as in 2012/13 (see Table 1). Note that core resources have been matched by in-kind contributions from the private sector, not least through the substantial time devoted to the LEP's activities by Board members.

Item	2012/13
Staff costs	£73,000
Premises	£5,000
Transport	£4,000
Supplies and services	£173,000
Internal services	£5,000
Total	£260,000

Table 3: Programme Resources				
Source	Value	Deadline	Purpose	LEP Priorities
RGF 1a: Superfast Cornwall	£2.0m	Mar-14	Superfast broadband uptake	Priority 1
Growing Places Fund	£6.4m	Mar-14	Support business growth	Priority 1
RGF 1b: Business Catalyst	£5.0m	Mar-14	Support business growth	Priority 1
Regional Growth Fund 2	£6.0m	Mar-14	Infrastructure	Priority 1
BIS: EZ Skills Fund	£0.1m	Mar-14	EZ Skills Strategy	Priority 2
BIS: Capacity Fund Round 1	£0.03m pa	Mar-14	Communications, core team	Strategy
BIS: Capacity Fund Round 2	£0.03m pa	Mar-15	Business portal, core team	Priority 1
BIS: Start-Up Fund	£0.08m	Mar-13	Strategy and wider comms.	Strategy

different resources will need to contribute.

Second, the LEP has secured – from government – a range of programme monies. These are summarised in Table 2 (opposite). They are being (and will continue to be) steered towards the delivery of the actions set out in this Business Plan.

As well as the resources over which it has some control, the LEP will work to influence the use of other resources within Cornwall and the Isles of Scilly – not least the EU Convergence Programme to the end of 2013 (and thereafter its successor programmes). Delivering the Economic Growth Strategy for Cornwall and the Isles of Scilly needs to be a shared endeavour, and all of these

Performance					
Project Name/Programme	Value £	Outputs	Delivery Organisation/Other	Progress/Next Steps	LEP Board Member
Growing Places Fund	£6.4m	£6.4m investment committed by March 2014	CDC/Matthew Vowels	May 12 - Awareness campaign - call for interest 15th May; direct mail/contact to developers; June 12 - EoI's received - enter into discussions with prospective applicants; Sept 12 - first loan to be confirmed. June 12 - 8+ enquiries for EoIs on website; direct email & email to over 300 companies - with direct contact follow up over next few weeks; mtgs with developers & advisers; linkage with meetings on Business Catalyst; enter into detailed discussions with a party;	CP
Superfast Cornwall fund (RGF 1a)	£2m	£2m investment committed by March 2014 incl. 400 jobs	CDC/Nick Blandford	May 12 - Awareness campaign - call for interest 15th May; direct mail/contact with businesses & intermediaries, 25 EoI's downloaded; June 12 - EoI's received - enter into discussions with prospective applicants;	CP
Business Catalyst fund (RGF 1b)	£5m	£5m investment committed by March 2014 incl. 2,800 jobs created & safeguarded	CDC/Nick Blandford	May 12 - Awareness campaign - call for interest 15th May; direct mail/contact with businesses & intermediaries, 53 EoI's downloaded; June 12 - EoI's received - enter into discussions with prospective applicants;	CP
RGF 2	£6m	£6m investment committed by March 2014 incl. 2,100 indirect jobs	CDC/Matthew Vowels	May 12 - precommissioned projects identified; CDC SIF team working with applicant on progressing ERDF applications; Q3 fyr forecast for applications for RGF co funding; June 12 - awaiting CC Transportation projects to be added to list of potential investments. Each project will be score against the criteria in the delivery Plan; the latter is regularly reviewed (weekly) between CC Transportation and CDC SIF team to ensure projects meet milestones and progress to delivery;	CP
Aerohub Enterprise Zone @ Newquay Cornwall Airport	£7.8m	724FTE aerospace 375FTE Business Park Total 1100 FTE jobs by 2016	CDC/Suzanne Bond/Miles Carden	Additional Convergence funding has been identified to help deliver the Newquay Airport Infrastructure Business Development (IBD) and the EZ. CDC have also commissioned key pieces of work in particular on the Business Park. Launch at Farnborough airshow in July.	CP/JK
Enterprise Zone (Skills) Skills Fund	£97,000	EZ skills strategy.	CDC/Suzanne Bond/Miles Carden	The LEP has been successful in its application for £97k from the Skills Funding Agency to support the implementation of an EZ skills strategy. An Aerohub EZ Skills Partnership has its first meeting 22nd May. They will report to the Employment & Skills Board	CP/JK
Capacity Fund (round 1)	£28,333 p.a until 2013/14	N/A	CC/MR	Spent to date: £5,335 during year 1 of capacity fund on Econometrics Forecasting model for employment and GVA projections for Cornwall and Scilly. Expenditure matched with staff time as an in kind contribution To spend: £79,664 over the years 2012/13 and 2013/14 on economic partnership analysis, rural LEP network development and communication with and between the wider business community and data analysis	CP/ST
Start up Fund	£76,000	N/A	CC/MR	Spent to date: £60,300 with staff time as an in kind contribution. This includes commissioning of the LEP Strategy and Business Plan, business engagement via roadshows and business engagement materials and establishment of an exemplary website. To spend: £15,700 to complete the LEP Strategy and Business Plan by end of June 2012	CP/ST
Capacity Fund (round 2)	£25,600 until 2014/15	N/A	CC/MR	Spent to date: £0. Fund successfully bid for to identify gaps in business support and develop a web based portal to help businesses navigate their way through more than 200 local and national business support services; a priority in the first year of funding 2012/13. In subsequent years, the fund could also be used for training, evaluating success and policy development. Invitation to tender submitted to four companies on 1st June 2012.	CP/ST

Risk															
Project Name/Programme	Delivery organisation/Officer	Risk Ref	Full Description and Impact	Risk Owner	LEP Board Member	Likelihood	Impact	Gross Risk Score	Gross Risk Pre month	Risk Mitigation Actions		Likelihood	Impact	Net Risk Score	Net Risk prev month
										Actions	Date for action				
Growing Places Fund	CDC		The successful delivery of £6.4m of loans to provide infrastructure to unlock housing & commercial property development	M Vowels	CP	4	5	20	9/12	Secured endorsement of Delivery Plan; direct mailed over 300 companies; 8 EoIs accessed from website; three positive mtgs with potential recipients;	Jun-12	3	5	15	8/9
Regional Growth Fund - Superfast Fund	CDC		The successful delivery of £2.0m to exploit access to Superfast Cornwall	N Blandford	CP	4	5	20	9/12	Contract signed with BIS; CDC confirmed as fund manager by LEP & CC; Delivery plan to be endorsed by LEP in May; website set up; LEP to launch Business Boost funds in May;	May/June 12	3	5	15	6/8
Regional Growth Fund - Business Catalyst Fund	CDC		The successful delivery of £5.0m to increase business productivity	N Blandford	CP	4	5	20	9/12	Contract signed with BIS; CDC confirmed as fund manager by LEP & CC; Delivery plan to be endorsed by LEP in May; website set up; LEP to launch Business Boost funds in May;	May/June 12	3	5	15	6/8
Regional Growth Fund - Business Infrastructure Fund	CDC		The successful delivery of £6.0m to provide enabling infrastructure for business growth	M Vowels	CP	3	5	15	9/12	Contract signed with BIS; CDC confirmed as fund manager by LEP & CC; Delivery plan to be endorsed by LEP in May; Precommissioned projects being worked on by CDC SIF team; projects subordinated to ERDF gap funds - business infrastructure projects forecast to draw down in Q3 fyr; reviewing all projects in delivery plan against criteria, with emphasis on delivery;	ongoing	3	5	15	6/8
Aerohub Enterprise Zone @ Newquay Cornwall Airport	CDC		EZ Delivery to include inward investment and infrastructure programme	S Bond/M Carden	CP/JK	4	5	20	9	Enterprise Zone status confirmed Aug 11. Implementation Plan (IP) approved by DCLG & supported by LEP in Nov 11. IP a working document and being regularly updated. Potential increase delivery risk to project due to externalisation proposals being undertaken by CC now diminishing as work concluding. LDO 2 delivery critical to DCLG: acceleration of programme through P4 Development Pot.	ongoing	3	5	15	9
			EZ Governance and support/delivery structures	S Bond/M Carden	CP/JK	3	5	15	9	Agree LEP and EZ governance and set up EZ board to report to LEP Board and CC Airport Board. First meeting of EZ Board 1st May governance and structure agreed provisionally - ensure this is agreed formally. Regular LEP Executive and Steering Group meetings to ensure delivery of EZ IP.	May/June 12	2	5	10	9

			EZ Rates Relief: short term relief 100% to both existing and future occupiers of EZ - avoid promoting displacement in particular with local occupiers.. Rates Growth: EZ rates growth for next 25 years could be retained through EZ to deliver LEPs economic priorities but not with national financial support.	S Bond/M Carden	CP/JK	4	5	20	9	Rates Relief: ensure that consistent approach to rates relief to new and existing occupiers is made, outcomes from relief key and EZ gateway criteria was provisionally agreed at airport EZ board. Rates Retention: MoU with CC is required CC have agreed that this can progress, agreement with CC about forgone income and strategy for spend in due course .	May/June 12	3	5	15	9
Enterprise Zone (Skills) Skills Fund	CDC		Failure to deliver EZ Skills Strategy.	S Bond/M Carden	CP/GC	2	2	4	4	An Aerohub EZ Skills Partnership has its first meeting 22nd May. They will report to the Employment & Skills Board	May/June 12	1	2	2	2
Capacity Fund (round 1 and 2)	CC/MR		Failure to spend funding on eligible expenditure within the timescale	MR	CP/ST	2	4	4	4	LEP has 12 months to plan expenditure. Brief for web based portal (round 2 expenditure for 2012/13) will be commissioned during June 2012.	May 2012 and monthly monitoring	1	2	2	2
Start Up Fund	CC/MR		Failure to spend funding on eligible expenditure within the timescale	MR	CP/ST	2	2	4	4	LEP has almost completed LEP Strategy and Business Plan, has undertaken business consultation and website is fully operational.	All Claims from BIS by end June 2012	1	1	1	2

Impact	Insignificant	Minor	Moderate	Serious	Very serious
Certain	5	10	15	20	25
Probable	4	8	12	16	20
Possible	3	6	9	12	15
Unlikely	2	4	6	8	10
Remote	1	2	3	4	5

Date of Board Meeting: **Wednesday 13 June 2012**

Report Title: **Regional Growth Fund Strand 1 Update**

Author: **Nick Blandford**

Contact: **01872 322846**

Recommendation

To note the progress of Regional Growth Fund Strand 1a & 1b. Under the umbrella of the 'Business Boost' investment programme, these are called Superfast Cornwall Fund and Business Catalyst Fund.

Background:

1. The Business Boost investment programme was launched at the Finance in Cornwall event on 15 May. The LEP and Cornwall Council have co-commissioned Cornwall Development Company to deliver a suite of funds which include: Superfast Cornwall Fund (Regional Growth Fund Strand 1a - £2m) Business Catalyst Fund (Regional Growth Fund Strand 1b - £5m). These funds aim to stimulate growth and employment within Cornwall by match funding investment from the private sector. Business Boost also incorporates the Growing Places Fund and the ERDF Business Investment for Growth fund (BIG).

Progress Update:

Marketing activity for Superfast Fund and Business Catalyst

2. All the activity below is in line with the actions and timetable set out in the Marketing and Communication Plan:
 - a. Prior to the launch of Business Boost, a web presence (www.cornwalldevelopmentcompany.co.uk/businessboost) for the funds was developed to help guide clients to the most appropriate investment opportunity for their business. A press release (appendix one) was issued by Cornwall Council on behalf of the LEP on the morning of the announcement, and this was covered by the Western Morning News the following day.
 - b. Briefings are ongoing on an almost daily basis with other business support partners – most of them are aware/have been aware of these opportunities for a while so they are already promoting downstream, leading to enquiries and conversations.
 - c. A full page article will appear in the June issue of Business Cornwall on Business Catalyst Fund - distribution 4,500 serious businesses.
 - d. There will be a 3 month Business Cornwall on-line promotion of Catalyst (to June 17) and Superfast Fund (July and September), reaching 10,000 unique subscribers.

- e. An email request for circulation to their members/clients and links to the Business Boost web pages have been sent to the network and business support services representatives below:
- Cornwall Agrifood Council, Environment Skills Network, Cornwall Manufacturers Forum, Digital Peninsula Network, Cornwall Marine Network, Unlocking Cornish Potential, Unlocking Potential, Cornwall Brand, Cornwall Chamber, Superfast Cornwall, Innovation Centres, Outset Cornwall, Creative Skills, Export Cornwall, Oxford Innovation, SWIG Services, CUC, FSB, Cornwall School for Social Entrepreneurs.

Response to date

3. **Business Boost** web activity following the launch on 15 May:

Web Page:	Week ending 18 May	Week Ending 25 May	Week Ending 1 June	Total page views:
Business Boost (landing page)	261	240	336	837
Superfast Cornwall Fund	125	101	119	345
Business Catalyst Fund	183	180	190	553
Growing Places	108	83	65	256
Business Investment for Growth	226	202	196	624
Total page views:	903	806	906	2615

- a. The Business Boost page is the top landing page for the CDC website after the homepage – this shows that we are driving visitors directly to the Business Boost pages.
- b. Business Investment for Growth had a web presence before the launch and also has a direct web link, which would account for the higher page views. We are deliberately driving visitors to the Business Boost page rather than specific funding pages so they can identify the right funding stream for their business.
4. **Business Catalyst** – 53 Expressions of Interest (EoI) have been downloaded by either clients or intermediaries. From conversations (primarily with intermediaries), we can expect to receive a number of high value/big job number proposals for consideration by the closing date of June 18. CDC will pre-score the EoIs against the base criteria set out in the call for proposals and will organise a panel (early July) to consider which proposals should be invited to submit full applications. As foreseen in the Scheme Delivery Plan, the invitation to join the panel will include LEP representation.
5. **Superfast Fund** - 25 Expressions of Interest have been downloaded by either clients or intermediaries.
- a. Direct emailing of the Superfast Cornwall client base will commence in June.
- b. Articles about the Superfast Cornwall programme are scheduled to appear in the Western Morning News (June) and Business Cornwall (July) which will include reference to the fund. Chris Pomfret has agreed a quote for the latter.
- c. It is worth noting that the major rollout of Superfast (i.e. 75% of total coverage) will occur between October 2012 and March 2013 so there is a risk that businesses which are not yet connected / further down the connectivity queue may complain about being excluded (initially) from accessing the fund.

Appendices:

Appendix One: Business Boost Press Release issued Tuesday 15 May.

Local Enterprise Partnership launches £17 million boost for jobs and growth in Cornwall and Isles of Scilly

15 May 2012

Businesses and organisations in Cornwall and the Isles of Scilly should step forward now to win a slice of the £17 million Business Boost programme to promote growth and create jobs.

The money comes from a range of Government sources and the European Regional Development Fund (ERDF) and is aimed at small and large projects promoted by both private companies and public sector bodies. The funds were secured by the Local Enterprise Partnership (LEP) together with Cornwall Council, the Council of the Isles of Scilly and Cornwall Development Company.

Launching **Business Boost**, LEP Chair Chris Pomfret said **“We have worked extremely hard to bring this money to Cornwall and the Isles of Scilly. It will help both large and small businesses turn their ideas for growth and new jobs into much-needed reality. What we need now are those great ideas so that we can help businesses to drive growth and jobs”**

“We’ve listened to businesses who have told us they want a simple, single point of access and a single point of contact. That’s what we have put in place and I urge businesses and organisations to come forward with their best ideas to show the rest of the UK and Europe what Cornwall can do”.

Two companies in Cornwall which have already made good use of funding opportunities to expand their businesses are Helston based Spiral Construction and WES Hardmetal Engineering. Both are very clear about the value of the funding they have received and are encouraging other to follow their example.

Spiral Construction, the UK’s leading manufacturer of spiral and helical staircases, used £265,000 to help fund an extension at its base in Helston. The project helped safeguard existing jobs and create more; it supported Spiral’s expansion into new products and markets and made the company more environmentally efficient.

Managing Director Eric Nicholls said **“We’re developing new products for the UK and international markets and have been working at capacity in our original buildings. The money allowed us to build an extension, improve productivity and also our profitability.”**

Hardmetal Engineering is using £12,000 of funding to secure upgraded computer software and additional training support for its apprenticeship programme. This financial backing has enabled Hardmetal to train five more apprentices, helping the business to grow.

“The company used this funding to retain its place at the forefront of the industry through constant investment in state-of-the-art software as well as the on-going training of both skilled personnel and apprentices,” said Manager Director Andrew Hosking, who added **“Our machinery, tooling and equipment are geared up to work with**

some of the hardest materials on the planet, and our extensive expertise in this area is second to none.”

Chris Ridgers, the Council’s portfolio holder for economy and regeneration, added **“Continuing to support economic growth leading to jobs and a strong economy in Cornwall is a priority for Cornwall Council. This funding is very good news for businesses in Cornwall and the Isles of Scilly and I would encourage them to submit their applications as quickly as possible”.**

Cornwall Development Company has been commissioned to deliver these funds on behalf of the Local Enterprise Partnership.

For more information and to apply go to
www.cornwalldevelopmentcompany.co.uk/businessboost

ends

Notes to editors

The funding has come from three main funding streams and Cornwall Development Company, the Council’s arms length development company are responsible for managing these funds:

1. **£3.6m from the Business Investment for Growth (Big)** – this is available to support projects which will help businesses to create new jobs or increase productivity. Grants of between £1,000 and £50,000 are available to businesses which are eligible for European Regional Development Funds.
2. **£7m from the Regional Growth Fund** – this is available to businesses which are not eligible for ERDF funding and includes £2m from the Superfast Cornwall Fund to support businesses to maximise the use of broadband internet technology and £5m from the Improvements in Business Catalyst fund for capital or revenue projects which will create jobs and increase productivity, such as the purchase of plant or machinery or development of land and buildings
3. **£6.4m from the Growing Places Fund** provided by the Department for Communities and Local Government (DCLG) and the Department for Transport (DfT). The aim of the fund is to support key infrastructure projects that help generate economic activity by unlocking development, with an emphasis on creating new houses and jobs.

Date of Board Meeting: **Wednesday 13 June 2012**
Report Title: **Regional Growth Fund – Strand 2**
Author: **Matthew Vowels**
Contact: **07528 983431**

Recommendation

That the LEP Board notes this report as an update on the progress being made on Regional Growth Fund Strand 2

Background:

1. RGF Strand 2 has a budget of £6m, and has pre-commissioned projects, largely to complement the ERDF from the Convergence Programme. It is expected to lever in circa £8m of ERDF and other match funding.

Progress Update:

2. The list of projects far exceeds the budget of £6m. The next stage will be to score the projects against the criteria to be able to select which are the ones that best achieve the objectives of the fund. However, delivery and draw down of funds will be heavily weighted, given that the funds need to be defrayed by March 2014, which is in advance of the Convergence Programme. The results from the scoring process against the criteria will be presented to the LEP at the next Board meeting.
3. The Delivery Plan budget cash flow indicates that the outflow is forecast to commence in Q3 FYR (£300k) and ramping up over the fund programme to March 2014.
4. The following projects which are included in the Delivery Plan are the most advanced. These will need to be assessed against the output and spend criteria:-
 - a) Falmouth Petroleum – harbour infrastructure jetty and breakwater
Falmouth Petroleum has employed the services of Bishop Fleming to prepare a draft Full Application for these funds.
 - b) Fabtest – support network for businesses to access test area in Falmouth Bay
Funding for Fabtest may be best suited to Business Catalyst as it provides revenue and capital that is required and is probably the more appropriate application for this project.
 - c) Isles of Scilly Airport infrastructure improvements
The IoS team are currently preparing a business case for the project.

5. By the next LEP Board meeting there will be a more detailed delivery programme of projects which will forecast the need for the investment panel to recommend the recipient and level of investment, which will then lead to an offer being made which in most cases will be conditional on other (ERDF) funding contracts being completed.
6. The offer letter is being drafted in conjunction with the other funds in the RGF programme.

Ends

Date of Board Meeting: **Wednesday 13 June 2012**

Report Title: **Growing Places Fund (GPF) Update**

Author: **Matthew Vowels**

Contact: **07528 983431**

Recommendation

That the LEP Board notes this report as an update on the progress being made on Growing Places Fund, and more specifically providing flexibility to respond to businesses as described in 17 below

Background:

1. In March 2012 DCLG & DfT announced that GPF would be topped up to total £6.3m, at which point the funds were transferred to Cornwall Council who will act as accountable body.
2. GPF has the following objectives:-
 - a) To unlock stalled property development schemes through the delivery of infrastructure to housing schemes;
 - b) To create and safeguard jobs;
 - c) To be a revolving fund;
 - d) To be innovative in its applications;
 - e) Seeking investments in excess of £350k

Progress Update:

3. The Growing Places web page has received the following interest (GPF is encompassed within the Business Boost suite of funds and the other page figures are included for reference):

Web Page:	W/e 18 May	W/e 25 May	W/e 1 June	Total:
Business Boost (landing page)	261	240	336	837
Superfast Cornwall Fund	125	101	119	345
Business Catalyst Fund	183	180	190	553
Growing Places	108	83	65	256
Business Investment for Growth	226	202	196	624
Total page views:	903	806	906	2615

- a) It is worth noting that GPF does not require the same number of investments as the other funds and therefore, because of the narrower criteria of the fund, it should be expected that it has a fewer number of views.
4. Since the launch there have been 8 Expressions of Interest forms accessed via the website, but none have yet been received. One reason for the lack of follow through may be because GPF is a loan and companies could be more interested in grant funding, i.e. Business Catalyst.

5. In accordance with the Marketing and Communications plan, CDC has directly mailed over three hundred businesses involved in property development across the region, including a few landowners. We have also followed up with emails to those companies who registered interest prior to the launch. These companies will either be directly telephoned or emailed over the next two months to ascertain the level of interest and reaction to the fund as additional source of finance for projects. This will provide useful feedback on the level of market activity and appetite.
6. The complementarity with RGF will ensure the exposure of these funds with businesses as we progress over the couple of months. The first deal to be negotiated will provide a significant press relations event, and the focus will be to secure the first investment.
7. As indicated in the Marketing and Communications plan, most of the applications for GPF will be following a direct dialogue. CDC has met with three companies to discuss their projects and the potential role of GPF, namely:-
 - a) Poynton Bradbury Winter Cole Architects – new offices
 - b) Linden Homes – unlocking residential schemes
 - c) Titan South West Ltd – part pre-let and pre-sold workspace scheme in Wadebridge, which also could include accommodation for WREN (Wadebridge Renewable Energy Network) – see case study below.

Many contacts with businesses will also include a broader discussion on the availability of funds e.g. RGF and ERDF.

8. CDC is working on a management information system which will capture the statistics from the EoIs and full applications as they materialise. This is based on Microsoft Access software and is currently in the design phase and will also integrate the data from RGF.
9. CDC is also managing ERDF facilitation through Priority Axis 4 of the Convergence Programme. This interface also provides the opportunity to ascertain the level of private sector interest and their ability to access senior debt finance from banks. This is a helpful market barometer.

Case Study: Titan South West Ltd (in confidence)

10. The reason for this Case Study is to show the flexibility of the funding options for GPF that could support local developers to unlock their schemes.
11. As mentioned above, this company had requested a meeting to discuss their scheme in Wadebridge. They own the land and have secured 100% interest from local businesses and are in the process of finalising part pre-let and pre-sold agreements. Titan has acquired the land which sits beside an existing industrial scheme it had developed.
12. Titan has failed to secure senior debt from its “high street” bank despite having secured the 100% occupancy for the development of 3,000sqm. The bank indicated that real estate lending was not a sector it wished to expose itself to and there was a blanket embargo. The gap funding that was being sought is Convergence ERDF under Priority Axis 2, which could provide up to 50% of the total eligible costs.

13. The options for GPF could therefore be as follows:-

- a) To provide senior debt amounting to 100% of the match funding (equivalent to 50% of the total development costs) on market interest rate. This could range from a capital and interest repayment model to an interest only term repayment with a balloon payment on practical completion; or
- b) To lend the GPF based on a return on investment / share of the development profits. The benefit of this approach is that interest is not eligible costs for ERDF and with the scheme 100% occupied there should be an opportunity to refinance the investment on completion.

14. The issue here is the way GPF could be perceived when used alongside ERDF, as more or less 100% of the development costs are being sourced from the public sector. This raises the question as to whether the LEP and Council agree to set some parameters to the lending, as banks do. E.g.;

- a) Setting a minimum interest rate (above the European Reference rate) for all loans however secure the investments might be;
- b) Setting a loan to value ratio;
- c) Setting an interest cover % against the rent/revenue generated from the completed scheme;
- d) Setting a minimum developers profit that the scheme has to show;
- e) First charge on the project or any other assets;
- f) A debenture on the company;

15. In addition, the three companies negotiating for the entirety of the workspace may apply for RGF Business Catalyst funds to meet their fit out and plant within the new units.

16. Finally, it is important to note that this case study indicates the dire need for public sector financial intervention given the current economic conditions.

Recommendation:

17. The Board may wish to discuss this in more detail or the LEP Board may wish to delegate this to CDC or its Panel to debate in the round when investments are considered on a project by project basis. We would recommend that to set parameters now may restrict flexibility later, but it is important for the Board to be aware of the necessary flexibility for GPF to respond to investment conditions.

Ends

Date of Board Meeting:	Wednesday 13 June
Report Title:	Aerohub Enterprise Zone @ Newquay Cornwall Airport – CDC update May 2012
Author:	Miles Carden - Enterprise Zone Manager, Cornwall Development Company
Contact:	07530 262410

Recommendation:

To note the report.

Executive Summary:

1. The Enterprise Zone (EZ) went live on the 1st April 2012 and the 5 year Business Rate holidays can now be granted. Existing occupiers on site are now benefitting from the rates holidays. Major progress has been made with the project

Background:

2. **Project Budget:** CDC are now working with CC to agree the detailed project work to be undertaken utilising the new revenue budget (£2m). This has allowed us to re-scope the project work and accelerate work on the Aerohub Development Zones (in particular the Business Park), commission a refreshed Airport Masterplan and expand the investor engagement work for the EZ.
3. **Projects:** The Southern Access Road (SAR) is now open and the Echo Apron and Taxiway improvement project is also complete. The business park master plan, Phase 2 Local Development Order (LDO) and the Environmental Impact Assessment have been commissioned and have reached their first report stage.
4. **Demand and Supply:** Our aerospace advisors (RDC aviation) have completed their final Aerospace market assessment report, as have Roger Tym & Partner's assessment of the more general demand for space on the business park. This work has confirmed the likely high demand for workspace at the airport, growth of the aerospace industry, the consumers we should target and that we have a credible offer to aerospace.
5. **Investor Engagement:** CDC has finalised the plans for the EZ launch at Farnborough Airshow in July 2012. CDC are undertaking a complete refresh of all marketing material and are progressing plans for a marketing suite on site.
6. **Skills:** The EZ Skills Partnership group will have its first meeting on the 22nd May to start work on the EZ Skills Development Plan and a Regional and local sectoral report for the Aviation and Aerospace industry.
7. **Industry Support:** CDC are creating a Cornwall Aerospace Advisory Group. This group will give industry a key role in advising CDC and the LEP directly on the delivery of Aerohub and how the economic partners can support aerospace. The group will be recruited openly in June/July and comprise 5 members from a broad industry spectrum. We are also securing executive support from the industry to manage the group and support CDC and the LEP during recruitment.

8. **Governance:** The Aerohub EZ structure has now been agreed with CC and approved via the EZ board.

Issues:

9. **Investor Interest:** In terms of current business interest, there are over 20 leads/enquiries; 10 of these are active/live; an aircraft conversion company, a major expansion from an existing occupier, an aircraft manufacturing company, aircraft maintenance, aircraft interiors/fit out, aircraft parting (x2), flight training and a base for a fleet of historic aircraft.
10. We are currently finalising the details of their business plans. We are hopeful that one of these investors will be secured by the end of July.
11. Bloodhound have decided to bring the test of their rocket to NQY (date to be confirmed).
12. **Programme for LDO 2:** Due to the amount of Environmental surveys required there will be a small delay to the programme, that now shows we will have an LDO in place very early in 2013. We are consulting with DCLG on the affects of this slight delay in the programme. In the interim we are looking at bringing forward alternative sites to provide early win development opportunities on the Business Park for 2012.

Analysis:

13. N/A

Consultation:

14. N/A

Conclusions:

15. Good progress is being made with projects but accelerating the work on the Business Park development and the second LDO is required. The investor engagement activity is moving rapidly into a more proactive phase focused around attendance at Farnborough Airshow in July. Interest in Aerohub is very encouraging indeed with another 4 new enquiries this month alone. The priority is now on securing one of these investors.

Appendices: N/A



INVITATION TO QUOTE

'Business Pulse' A Guide to Business Support in Cornwall and Scilly

1 INTRODUCTION

1.1 The Cornwall and Isles of Scilly Local Enterprise Partnership (LEP) invite your company to quote to establish a web based portal to initially perform two roles:

- a) enable businesses to find out what business support is available to them
- b) enable businesses to register their business support requirements.

When designing the portal it should be borne in mind that this is only the initial requirement and that the portal will need to be future proof to allow further modules to be added and integrated.

1.2 This work will be overseen by a small steering group comprising LEP Board members and other key representatives that have an important role to play around the business support agenda.

1.3 Whilst the information needs to be comprehensive, it will be essential that the web based portal uses straightforward language free of jargon and acronyms bearing in mind that the needs of the user (businesses) should always come first – this is a tool to help them not a device to promote business services.

1.4 This brief provides a summary of the work required with some suggested ways on how this could be tackled. However, suppliers are encouraged to provide their own solutions as part of their tender.

2 BACKGROUND

2.1 The Cornwall and Isles of Scilly Local Enterprise Partnership (LEP) is a business led partnership, created to provide the clear vision and strategic leadership to drive private sector led growth and job creation in Cornwall and the Isles of Scilly, engaging and empowering the private sector to play a key role. It is one of 39 LEPs across England.

- 2.2 During November 2011, the LEP launched its new website which has become the LEP's primary communication tool – www.cornwallandislesofscillylep.com
- 2.3 The LEP Board, comprising 11 representatives was formed at the end of May 2011. In February 2012, the board members became directors of the LEP, now established as a not for profit company limited by guarantee with articles and an agreed constitution.
- 2.4 Between November 2011 and January 2012, the LEP hosted 15 road shows where almost 300 people participated to give their views on the areas that they felt the LEP should prioritise in developing its five year strategy. At every road-show, businesses cited two issues in relation to business support:
- a) The confusing business support landscape. Businesses do not know what support is available, how they access this, what the eligibility criteria are and where their first port of call should be for further information.
 - b) The uncertainty around whether the correct business support is being offered. Concern was expressed that the support necessary to further business growth is not offered and that what is available is tailored to the funding criteria rather than the needs of the businesses. A channel of communication whereby businesses can communicate their business support requirements is needed.
- 2.5 During November 2011, the national and local Business Link service changed radically in favour of a wholly web based approach. There are opportunities to link the new web based portal with their national web information (see separate information) and the successful company would be asked to consider the benefits of doing this. The contact centre resource which had previously been available to help businesses in Cornwall and the Isles of Scilly with individual enquiries and to signpost businesses to relevant providers was removed. Hence the need for a self-help, easy to use mechanism.
- 2.6 In 2002, Cornwall Enterprise (now Cornwall Development Company), launched the FactFinder service (www.factfinder.uk.com) which listed details of business support services – it is thought that this new web portal could provide an enhanced service. Currently, there is a list of business support services on the LEP website at <http://www.cornwallandislesofscillylep.com/business-support.html> However, whilst these existing solutions provide some useful information, they do not give businesses a comprehensive, up to date and easy to use service.
- 2.7 The commissioning of this work presents an exciting and high profile opportunity for the appointed company to not only be involved with the LEP in finding a solution to this issue but also to work with a wide range of business organisations in order to assimilate the necessary information. The work also presents an opportunity for the successful

company to have their work viewed by businesses across Cornwall and the Isles of Scilly.

3 OUR REQUIREMENTS -Content and Design

- 3.1 The website needs to use simple language that businesses understand allowing the users (businesses) to be in control.

The web portal will need to fulfil 1.1 a) and b) below:

- a) The Confusing Business Support Landscape
'I don't understand what is available and where I go to get it?'

The web portal will need to provide information on all the business support services available, both locally and nationally to include funding, advisory services, sources of finance, skills

- 3.2 Information on the business support services, estimated to be over 200 different products locally and nationally, already exists and the successful supplier would be required to utilise this, collate it into an appropriate format and seek further information where gaps were evident. Information on those organisations that provide business advice at a cost e.g. accountants, solicitors etc would also need to be provided.
- 3.3 Each entry will need to include details of the organisation behind the support, eligibility/criteria, brief description including type of support, any deadlines, location etc. A standardised format ensuring that each of the providers has an equal presence is recommended. This will also keep things clean and simple for users.
- 3.4 Given the need for businesses to find the information they require quickly and efficiently, it is proposed that one example of doing this would be through 'an underground map' (see <http://www.bizmapeast.co.uk/station.aspx>) with an easy to use search facility enabling businesses to access the information in a variety of ways e.g. putting in their business type, kind of support they need, geographical area, size of business etc

- b) Getting the business support right
'I do need support for my business to prosper, but not that kind of support..'

The web tool needs to enable businesses to register their business support requirements if these are not currently available so that at any time, a picture of business need can be collated allowing the LEP and other organisations to be responsive to the needs of businesses. Over time, this unfulfilled demand can be used as evidence when designing future business support packages funded by Convergence, Regional Growth Funding etc

- 3.5 The registration of business needs should be a simple, easy to use mechanism that in turn, collates these responses
- 3.6 The branding of the web portal is subject to further discussion given the LEP's strategic role and the role of other organisations such as Cornwall Development Company who deliver a range of business support packages already. However, it is clear that the LEP will commission this work but it is possible that it will be hosted on an alternative website with a hyperlink.
- 3.7 The web portal should be well designed with a 'business' rather than a public sector feel. Fresh, innovative design is required. It has to entice businesses to use it and be straightforward to navigate around the site.
- 3.8 The LEP with its partners would be looking to market this new service once launched using a title that reflects what the product is – an easy to navigate web tool that will tell you what business support you can access and won't take you more than a few minutes to find what you need

4 OUR REQUIREMENTS -Technical

- 4.1 The web tool needs to be easy and quick to navigate and accessible to all different web browsers on a variety of platforms. The site will also need to incorporate the features, words etc to ensure it appears high on the google rankings.
- 4.2 It will need to ensure easy signposting 'from it and to it' to ensure it links well with complementary organisations that provide business support services
- 4.3 The web tool must be technically capable of handling high volumes of traffic with a mechanism for customer feedback to a central source. There should be a mechanism for all users of the site to sign in and an option for them to give their consent to their details being shared, so that there is a good data trail that could be utilised for other relevant purposes and which will allow easy collaboration between business support organisations in the interests of serving the users without the need for repetitive data protection sign-offs.
- 4.4 Intelligence on web usage should be available as well as the facility to create a database of enquirers that can be utilised for other purposes. Experience in articulating these uses would be a welcome part of the contract, but should at least include mailings and research.
- 4.5 The web tool has to be set up to enable authorised personnel (the business support providers themselves) to update all site content, add/remove certain sections where design allows and upload images, digital content and files such as PDFs, word, excel documents and possibly video case studies in the future as well as creating appropriate links.

- 4.6 The web tool should provide a regular alert to the authorised personnel to encourage them to update their content every month and an alert to the LEP if this content has not been updated after 3 months have elapsed. If there is no change to the information, there should be a requirement to confirm that.
- 4.7 The web tool should allow users to rate the services and recommend certain business support providers to others perhaps using simple categories for scoring.
- 4.8 Quotations need to include any fees associated with uploading complex information.
- 4.9 The web tool, where possible, should be 'future proof' including the opportunity to grow as required, and adapted to changes in technology. It should also be secure and able to filter out inappropriate content.

5 ADDITIONAL INFORMATION

- 5.1 The successful supplier will be expected to refer to other business support portals in order to identify best practice as well as pitfalls to avoid.
- 5.2 Access to FactFinder and other sources of business support information would be available as a reference for the successful supplier.
- 5.3 Suppliers should be aware of business support content hosted on other websites e.g. business link.

6 PROJECT MANAGEMENT AND MONITORING

- 6.1 A small steering group will oversee the development of the strategy and the appointed consultant will be expected to meet the group and regularly communicate progress as indicated in the timetable:

Companies invited to bid	1 June 2012
Bid deadline	22 June 2012
Contract awarded	by 5 July 2012
Initial briefing	Mid July 2012
Design of Web Tool agreed	TBA
Web Tool goes live	TBA

An indication of the timescale for the design and launch of the web tool is required as part of your tender.

Budget and Payment Terms

- 6.2 The work should be undertaken at a cost circa £20,000 exclusive of VAT.

- 6.3 This work is being part funded by resources successfully secured from the capacity fund provided by the Department for Business, Innovation and Skills (BIS).
- 6.4 Payment will be on completion of this work fulfilled through the criteria detailed in this tender. Weekly contact and progress reporting and discussion will be required.

7. SELECTION CRITERIA

- 7.1 The bids will be judged by the steering group on the basis of their quality relative to the guidance given in the brief.
- 7.2 The evaluation criteria for this project are as follows:
- | | | |
|---|----------------|-----|
| A | Price | 30% |
| B | Specification | 60% |
| C | Sustainability | 10% |
- 7.3 The Cornwall and Isles of Scilly Local Enterprise Partnership will award a contract based on the most economically advantageous offer and is not bound to accept the lowest price of any tender submitted.
- 7.4 In making its decision, the LEP will consider the supplier's understanding of the brief, their approach to the project, ability to meet deadlines, track record of delivering comparable work and overall competitiveness of the bid and value for money.
- 7.5 Tenders will be evaluated against the submissions of A, B and C and will be scored between 0 and 5 as follows:

- 5 – Excellent, meets or exceeds all the expectations
 4 – Good, meets most of the expectations
 3 – Acceptable, meets some of the expectations
 2 – Minor Reservations, meets few of the expectations
 1 – Serious Reservations, meets very little of the expectations
 0 – Unacceptable

- 7.6 During the evaluation period, the LEP reserves the right to contact any supplier tendering for clarification in writing on any points associated with an individual submission. The LEP reserves the right to invite suppliers to an interview and presentation with the steering group overseeing this work before making its final decision.

8 APPLICATION PROCESS

- 8.1 Please provide the following with your tender:

A Price – provide your quotation in an excel spreadsheet format in pounds sterling and exclusive of VAT. The price should cover all costs to complete the whole project within the proposed time frame.

Please provide a breakdown of costs against activities and detail hourly rates and number of hours to be committed to the project for all key staff including any sub consultants on the project. The cost of copy-writing should also be provided in your quote.

Separate columns should be included to cover any incidental or additional expenses.

B Specification – provide the following information:

- Detailed information on how you would carry out the work with proposed timescales for each stage of the process
- Information on how you would handle user interaction and the challenge of keeping the information up to date
- Information on the technical capability of the web tool
- An outline of what scope there might be for future development
- Information on your principal area of business activity during the past five years and particular skills and expertise that you would bring to this project
- At least two examples of similar work you have been directly involved in, with references if available and links to similar web based work you have undertaken
- Short biographies of the team who will be directly involved in carrying out this work and an indication of how much time each team member will contribute
- Confirmation that your company is in good financial health and has appropriate insurances (employers liability, public liability and professional indemnity)
- Identification of any performance risks associated with this project and how you would approach their mitigation

C Sustainability – please provide the following and where possible apply this to how you would deliver this project:

- Your approach to environmentally friendly practices and methods and use of supplies containing material from sustainable sources.
- Details of positive action you have taken to demonstrate commitment to equality and diversity such as training and commitment in your workforce or suppliers

Please note that the Cornwall and Isles of Scilly Local Enterprise Partnership will not pay for any work which has gone into compilation of your quotation.

9 TENDER SUBMISSION

9.1 The tender documents should be sent by email and in hard copy format:

- i) Email to lep@cornwall.gov.uk no later than 5pm on 22 June 2012
- ii) 4 hard copies should be posted in a plain envelope with 'Tender Documents' and the words 'Cornwall and Isles of Scilly LEP Business Pulse tender' written in the top left hand corner. Any such envelope or parcel shall not bear any name or any other mark (e.g. postal or franking devices on envelope) by which the Tenderer can be identified.

9.2 The envelope(s) or parcel(s) should be taped together securely using clear self adhesive tape and delivered to:

Debbie Osborne
Cornwall and Isles of Scilly Local Enterprise Partnership
Carrick House
Pydar Street
Truro
Cornwall
TR1 9GH

no later than 1700 hours on the 22 June 2012

9.3 Please complete the quotation form document that follows at the end of this document and include this with your submission

9.4 An offer of appointment is expected by 5 July 2012

For further information, please contact Mel Richardson, LEP Manager on mrichardson@cornwall.gov.uk or call 01872 224733

Thank you for your interest in tendering for this work

Tenders Submission Checklist

- 1 Price documentation
- 2 Specification documentation including links to previous work
- 3 Sustainability documentation
- 4 Quotation document

QUOTATION DOCUMENT

Cornwall and Isles of Scilly LEP Business Pulse

Invitation to quote which does not include a formal deed of agreement

INVITATION TO QUOTE WHICH DOES NOT INCLUDE A FORMAL DEED OF AGREEMENT

Having examined the Invitation to Quote and its accompanying documents (which I/we shall keep) and being satisfied as to my/our abilities and experience in all respects to satisfy the requirements of the Contract

I/we agree to carry out the whole of the works required for the sum of £..... (exclusive of VAT)

I/we agree to hold open this tender for weeks from the date of tender.

I/we understand that the Cornwall and Isles of Scilly LEP retain the right to accept or reject any or all of the tenders received and does not accept any liability for the costs incurred in connection with the preparation of this tender.

I/we note that the contract shall only be valid on the acceptance and signature by both parties of the final contract documents.

I/We understand that you are not bound to accept the lowest quote you may receive.

I/we confirm that we have employer’s liability, public liability and professional indemnity insurances in place.

Name of person applying on behalf of organisation:

.....

Title / Position of person applying on behalf of:

.....

Name of organisation:

.....

Address:

.....

.....

Post Code:

Registered Office if different from above:

.....

.....

Contact Telephone:

.....

Contact e-mail:

.....

Organisation VAT Registration Number:

.....

Signed (1):

Status:

Signed (2):

Status:

For and on behalf of:

Date: