

Economy and Culture strategy 2013-2020



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Foreword

The Economy and Culture strategy 2013-2020 shows where we will make interventions in order to improve the lives and fortunes of the people of Cornwall.



A refreshed strategy is required because of the need for a clear focus for the next round of European funding 2014-2020 and to engage with the Cornwall and Isles of Scilly Local Enterprise Partnership. The Economy and Culture strategy builds upon the 2010 Economic White Paper and incorporates the Culture Strategy 2012-2017 and the Green Cornwall Strategy 2011-2020 to provide a holistic approach, with **increased emphasis placed on the skills of residents and better harnessing the power of our natural resources, culture and heritage.**

Food, water and energy security are of fundamental importance to Cornwall's future. Although these may not have been at the forefront of people's minds in Europe during the second half of the twentieth century, there is no doubt that in a world of resource depletion their importance will again be underlined both for residents' health and well being and for business competitiveness. We are fortunate in Cornwall to have fantastic natural resources. Not only do we have the potential to be self-sufficient, we have the potential to add value and export. In relation to food, agriculture remains a key industry for us with tremendous potential to create premium products from high quality primary produce. **Cornwall will be Europe's leading region for high quality food producers, promoting organic practices and being locally distinct.**

Renewable energy creation, increasingly owned by communities, will mean less leakage from the Cornish economy in how we purchase energy, creating the revenues that will financially support sustainable communities. We will also promote innovation, with Cornwall being at the forefront of the developing smart grid agenda and marine and geothermal energy. Glow Cornwall, the biggest single housing energy efficiency programme in Europe, will reduce costs for residents, improving their health and

productivity. **Cornwall will be the UK's leading renewable power producing region.** Business needs to follow suit; reducing costs and increasing security of supply will enhance competitiveness.

We recognise the absolute importance of our environment and ecosystems in relation to all that we do and especially with regard to our economy. Our natural resources need to be used sensitively and sustainably, so that they can sustain the people of Cornwall for generations to come. Significant investments have been made through the Convergence Programme into research institutions and associated business space; we need to utilise these in order to become **a leader in environmental technologies.**

Building on the roll out of superfast broadband we need to ensure that Cornwall is increasingly well connected. Our maritime position has seen international trade from the time of the Phoenicians onwards. With the rising costs of transportation, our ports and harbours have an important role to play in keeping Cornwall, and indeed the UK, connected. The continued development of our strategic infrastructure is critical to our economy. The maritime sector is important to our economy and the Cornwall Maritime Strategy 2012-2030 gives policy guidance. Cornwall has a long tradition as an outward looking and inclusive place and this will continue. It is important that there are good transport networks within and to Cornwall. With increasing use of communications technology we envisage smaller settlements as centres of employment and services. Achieving our ambition to be **a leader in low carbon technologies** will be an important factor in ensuring equality of opportunity and access, overcoming geographical variations and tackling persistent pockets of deprivation.

Economy and Culture strategy

It is of absolute importance to us that all our residents can take advantage of economic opportunity. **We will ensure that everyone has access to appropriate level skills training**, and that those with disabilities are supported to enter or return to the employment market.

It is important to recognise demographic change. Whilst we are retaining and attracting more young people than ever, Cornwall has an increasingly older population. As well as making sure there are opportunities for our young people, we need to utilise the expertise and experience of our older residents. Reducing those who are recipients of care and applying the skills of those more able to support others. We will do this by optimising the vibrant third sector in Cornwall. We need to ensure that we have a healthy population that can continue to contribute to the vitality of Cornwall. We envisage Cornwall becoming a **market leader in telehealth and telecare**.

Cornwall is a world class brand. This will continue to be enhanced and promoted. We have a proud tradition of creativity, ingenuity and innovation; our

leading role in the industrial revolution is a significant example of this, and the six million plus diaspora a lasting legacy. We are known for our quality of life, fantastic environment, vibrant culture, great recreation offer and abundance of heritage assets. We will continue to invest in our culture and heritage which, as well its intrinsic value, will support an all year round tourist destination. The combination of excellent connectivity, fantastic culture and a healthy environment will mean that Cornwall is the **first choice destination for creative businesses**.

Whilst we are setting out our Economy and Culture Strategy, it is important to note that the world is a rapidly changing place and that we need to retain flexibility in order to respond to new challenges and opportunities. However, we fully endorse the guiding principle of both the Cornwall and Isles of Scilly Local Enterprise Partnership and the Cornwall and Isles of Scilly Environment Partnership; **“The culture, communities and environment of Cornwall and Isles of Scilly will remain special and unique”**.

Julian German

Cabinet Member for Economy and Culture

Raglavar

An Strateji Erbysieth ha Gonisogeth 2013-2020 a dhiskwedh an le may hwren ni attamyans dhe wellhe bewnansow ha fortunnyow a'n dus a Gernow.

Y tal bos strateji diskwithys drefen edhom a fog kler rag an nessa tro a arhasans Europek 2014-2020 ha dhe junya gans an Keskowethyans Aventur Leel Kernow ha Syllan. An Strateji Erbysieth ha Gonisogeth a dhrehav war an Paper Gwynn Erbysiethek 2010 hag y syns ynno an Strateji Gonisogeth 2012-2017 ha'n Strateji Kernow Las 2011-2020 dhe brovia nesheans holystek, gans **poslev ynkressys gorrys war sleynethow trigoryon ha dhe hernessya gwell gallos a'gan asnodhow naturek, gonisogeth hag ertach**.

Diogoledh boos, dowr ha nerth yw a bosekter selvenel dhe'n termyn a dheu a Gernow. Kyn na veu an re ma orth bleyn brysow tus yn Europa dres nessa hanter an ugensves kansvledhen, nys eus dout y

fydh aga fosekter, yn bys a danowheans asnodhow, arta islinennys rag yehes ha sewena trigoryon ha rag kesstrifuster negys maga ta. Feusik on ni yn Kernow bos genen asnodhow naturek barthusek. Nyns eus genen ni yn unnik an gallos dhe vos honanlowr, mes ni a'gan beus an gallos dhe geworra talvosogeth hag ena dhe esperthi. Yn kever boos, ammeth a bes avel diwysyans meur y vri ragon ni gans gallos kowrek dhe wruthyl askorasow a'n uhella nivel dhyworth askor kynradh a nas uhel. **Y fydh Kernow rannvro ledya a Europa rag askororyon boos a nas uhel, yn unn avonsya praktisyow organek ha bos diblans yn leel**.

Gwrians nerth dasnowythadow, perhennys moy ha moy gans kemenethow, a wra styrya bos sygerans byhanna dhyworth an erbysieth kernewek y'n fordh may prenyn nerth, yn unn wruthyl an rentys hag a wra skoodhya yn arhansek kemenethow sostenadow. Ni a wra ynwedh avonsya nowythheans, gans Kernow orth bleyn an rol a vater rastel gonnyk owth omdhisplegya, keffrys ha nerth morek ha dordesel. Glow Cornwall, an brassa towlen effeythuster nerth anedhans unnik yn Europa, a wra lehe kostow rag trigoryon, yn unn wellhe aga yehe ha'ga askoruster.

Y fydh Kernow an rannvro ledya rag askorra nerth dasnowythadow y'n RU. Negys a dal sewya an fordh ma; lehe kostow hag ynkressya diogoledh a brovians a wra afina kesstrifuster.

Ni a aswonn an pur boseks a'gan kerhynnedh hag ekosystems yn unn dochya oll a'n pyth a wren ha kyns oll yn kever agan erbysieth. Y tal dhyn ni usya agan asnodhow naturel yn tender hag yn sostenadow, may hallons i sostena an dus a Gernow dres an henedhow usi ow tos. Kevarhewyansow a vri re beu gwrys der an Dowlen Geskeveryans yn fondyansow hwithrans ha spas negys kevrennek; yma edhom dhyn a wul devnydh a'n re ma rag may hyllyn dos ha bos **gidyer yn teknegiethow kerhynnedhek**.

Ha ni ow trehevel war dhisplegyans a vond-ledan goruskis, y tal dhyn surhe bos Kernow junys yn ta moy ha moy. Agan savla morek re welas kenwerth keswlasak a-dhia oos an Fenicians hag alena rag. Gans kostow ynkressya a garyans, agan porthow a's teves rol bosesk dh'y gwari dhe witha Kernow, hag yn hwir, an RU, junys dhe'n bys. An displegyans ow pesya a'gan isframweyth stratejek yw troboyntel dh'agan erbysieth. An ranngyllgh morek yw posek dh'agan erbysieth ha'n Strateji Morek Kernow 2012-2030 a re gidyans dhe'n polici. Kernow a's teves hengov hir avel le dalhus hag a vir yn-mes, ha hemm a wra pesya. Yth yw posek bos rosweythyow karyans da dhe Gernow hag a-berveth ynni. Gans us ow kressya a deknegieth keskomunya, ni a dhismyg trevesigethow byhanna avel kresennow a arveth ha gonisyow. Kollenwel agan goryn bos **gidyer yn teknegiethow iselgarbonek** a vydh elven bosesk rag surhe parder a jons ha hedhas, yn unn fetha varyansow doroniethok ha takla pocketys duryadow a dhivotter.

Yth yw pur bosesk dhyn ni y hyll agan trigoryon oll kemeres prow a jons erbysiethek. **Ni a wra surhe bos dhe bub huni hedhas dhe dreynans sleynethow a nivellow gwiw**, hag y fydh an re na gans evredheryow skoodhys dhe entra po dehweles dhe'n varhas arveth.

Yth yw posek dhe aswonn chanj demografek. Ha ni ow kwitha ha tenna moy a dus yowynk es bythkweth kyns, Kernow a's teves poblans kottha ow kressya. Keffrys ha surhe bos chonsyow rag agan tus yowynk, yma edhom dhyn a wul devnydh a'n konnyng ha prevyans a'gan trigoryon gottha. Lehe an re na neb yw degemeroryon a with hag usya an sleynethow a'n re na neb yw appla skoodhya re erel: ni a wra hemma dre wul an gwella devnydh a'n tressa ranngyllgh bewek yn Kernow. Yma edhom dhyn a surhe bos genen poblans yagh neb a yll pesya kevri dhe vewekter Kernow. Ni a dhismyg Kernow dhe dhos ha bos **gidyer y'n varhas a deleyehes ha telewith**.

Kernow yw merk geryes da y'n bys. Y pesir afina hag avonsya hemma. Ni a'gan beus hengov orgelus a awenekter, ynjinieth ha nowythheans; agan rol ledya y'n domhwelyans diwysyansok yw ensampel a vri a hemma, ha'n hwegh milvil a'n diaspora yw kemmyn a dhur. Ni yw aswonnys rag agan gnas a vewnans, kerhynnedh barthusek, gonisogeth vewek, profyans diskwitha meur ha palster a gerthow ertach. Ni a wra pesya kevarhewi y'gan gonisogeth hag ertach hag a wra, dres y dalvosogeth a-berthek, skoodhya penn-an-hyns tornyasek dres an vledhen oll. An kesunyans a junyadewder, gonisogeth varthusek ha kerhynnedh yagh a wra styrya bos Kernow **penn-an-hyns an kynsa dewis rag negysyow awenek**.

Ha ni ow tersedha agan Strateji Erbysieth ha Gonisogeth, yth yw posek dhe notya bos an bys le usi ow chanjya yn uskis hag yma edhom dhyn a witha gwethynder may hyllyn gorthebi an chalenjys ha chonsow nowyth. Byttegyns, ni a geyskrif yn leun an bennrewl gevarwodha a'n Keskowethyans Negysiethek Leel Kernow ha Syllan hag ynwedh an Keskowethyans Kerhynnedh Kernow ha Syllan; **"An wonisogeth, kemenethow ha kerhynnedh a Gernow ha Syllan a wra pesya dhe vos arbennek ha dibarow"**.

Julian German

Esel an Kabinet rag Erbysiedh ha Gonisogeth

Our vision

A confident, resilient Cornwall that is a leader in innovative business and low carbon technologies, increasing self sufficiency for communities and individuals

This paper sets out the economic ambition for Cornwall Council until 2020, with a focus on priorities over the next four years. It is a refreshed framework, continuing on from the 2010 Economic White Paper which aims to build upon Cornwall's strengths and provide a sense of our strategic direction. This is a living document, not intended to be lengthy or process driven, but rather a statement of the Council's strategic intent linked to both established and developing delivery mechanisms.

The key impacts we aim to achieve for Cornwall's economy are:

- 1. An economy that is resilient and draws upon our strengths**
- 2. Economic progress that has positive outcomes for people and supports an improved quality of life**
- 3. Responsible use of the natural environment as a key economic asset**
- 4. More local people employed in prosperous businesses**
- 5. An increase in skill levels, offering opportunities for higher incomes**
- 6. Business inter-connectivity supporting business and employment growth**
- 7. A vibrant business base where business can innovate and flourish**
- 8. An exemplar council, leading in the areas of business friendly procurement, planning, regulation and using our economic footprint to support local business**



Part one: Cornwall today

Cornwall is valued for its unique environment and culture together with its strong sense of community and identity. These provide the potential for a superb and distinctive quality of life. Over recent decades our relative economic performance has often held us back.

Challenges to our successful economic performance include:

- Low productivity
- Modest economic growth over a number of years
- A reputation for low earnings and high living costs
- Our peripheral location and poor connectivity
- A low skills base
- Barriers to and through the labour market
- A lack of high value businesses
- A low value, fragile business base
- Poorly connected businesses
- Seasonal dependence on low-skilled jobs

Whilst these challenges are great, there are opportunities for Cornwall that need to be acted upon:

- Building upon a vibrant business community, with a strong history of innovation and enterprise
- The development of low-carbon technologies linked to local energy production and sustainable economic models
- Developing and enhancing connectivity through Superfast Broadband and beyond for businesses and rural communities
- Harnessing Higher Education and Further Education to support the needs of business
- EU funding aimed at smart, sustainable and inclusive growth of the economy

There is a contradiction that remains at the heart of Cornwall's economic performance. We have many strengths and opportunities, but despite high historic growth rates in the early part of the last decade,

Cornwall has not seen significant improvements in either earnings or productivity per worker. Cornwall remains near the bottom of economic league tables, understanding why this is so, and what can change this, should drive investment and shape decisions about our business, skills and infrastructure interventions.

Whilst Cornwall Council will champion the delivery of the economic ambitions outlined here, working with our partners is critical to success. Key to realising Cornwall's ambitions are partners such as the Cornwall and Isles of Scilly Local Enterprise Partnership (LEP), the private sector, Higher and Further Education institutions, the voluntary and community sector, our public sector partners and delivery agents such as the Cornwall Development Company (CDC).

The Cornwall and Isles of Scilly Local Enterprise Partnership has been empowered to lead on local economic development, there is strong alignment between the council's directives and LEP priorities, with its focus on:

- Inspiring businesses to achieve their national and global potential
- Creating great careers here
- Creating value out of knowledge
- Using the natural environment responsibly as a key economic asset

**CORNWALL &
ISLES OF SCILLY**
LOCAL ENTERPRISE PARTNERSHIP

Both the Council and LEP ambitions are tied together in terms of maximising the success of European programmes, the prospective Strategic Economic Plan and Growth Deal alongside individual public and private sector programme success. Only by combining efforts, along with those of our other partners, will we make the most of the opportunities offered.

Internally, all major economic development, regeneration and planning strategy, along with the CDC business plan, should align to the strategic intent outlined here if we are to ensure that delivery is complementary.

Part two: The strategy redefined

Building on the 2010 Economy White Paper, there are six issues we need to pursue if we are to deliver the impacts outlined on page 6.



Strategic issue	Focus
Business transformation	<ul style="list-style-type: none"> • Provide the conditions for business-led growth • Support innovation and promote a culture of enterprise to increase productivity • Support business resilience
Cornwall connectivity	<ul style="list-style-type: none"> • Inter-connectivity and collaboration of businesses in Cornwall and beyond • Strategic 'gateway' opportunities which promote connectivity between Cornwall and 'the world' to attract and retain high value business • Sustainable movement within and between places throughout the whole of Cornwall, to support employment growth
Creativity and cultural heritage	<ul style="list-style-type: none"> • Grow high quality creative and cultural industries • Achieve cultural distinction and be recognised as a leading rural region in this area • Achieve excellent community and social engagement
Employment and skills	<ul style="list-style-type: none"> • Provide leadership for the development of employment and skills • Enable growth through business skills development • Promote and enable economic inclusion across Cornwall • Encourage progression into the labour market and progression through the labour market
Leadership	<ul style="list-style-type: none"> • Invest in Cornwall, fighting for Cornish jobs and business • Work effectively with the Cornwall and Isles of Scilly Local Enterprise Partnership • Use European funding effectively and strategically • Maximise the council's capacity to promote the economy
Low Carbon economy	<ul style="list-style-type: none"> • Promote Cornwall as a 'green' exemplar region • Develop the commercial potential of cutting edge renewable energy and environmental technologies • Promote low carbon as a business growth catalyst • Energy efficiency for business and communities • Deliver the economic potential of a decentralised local energy market

Strategic issue 1

Business transformation

Headline:

Transformation of our business base is predicated on a high percentage of small and micro businesses (99.8%) that need the tools to become more productive through stronger local supply chains, better collaboration, a stronger skills base, embedded innovation and knowledge related activities. Not only is Cornwall notable as a small and micro business economy, it is also recognised by its lack of large business.

1. We will provide support and remove barriers for potential, new and existing businesses, actively seeking inward investment, collaboration and supply chain development to increase productivity and pay across our business base
2. We will seek to bring Higher Education and Further Education to businesses and grow the current Research and Innovation asset base
3. We will support bedrock sectors to increase their productivity as well as emerging growth sectors and ensure a focus on our existing small and micro business base

Strategic issue 2

Cornwall connectivity

Headline:

Peripherality, distance to market and our dispersed settlement pattern are historic barriers. Interventions targeted at inter-business connectivity, our transport network, digital and broadband technology uses and growth around Newquay Airport have the capacity to create new businesses and jobs, and increase salaries across Cornwall.

1. We will promote inter-connectivity and collaboration of businesses in Cornwall and beyond
2. We will support the progress of Cornwall Airport Limited and increased aviation-related usage on the Aerohub site



3. We will oversee delivery of Superfast Broadband in Cornwall for all and help businesses make effective use of the Superfast investment and beyond, in terms of future technology deployment
4. We will ensure the economic opportunities for our ports, harbours and marine related businesses are maximised, along with strategic transport gateway opportunities which 'unlock' major employment and continued improvement of our internal transport networks

Strategic issue 3

Creativity and cultural heritage

Headline:

A combination of our vibrant cultural offer and outstanding natural environment gives Cornwall a distinctive edge and an international profile. For these reasons we aim to grow and develop these sectors so that Cornwall maintains its role as a leading rural region for creativity and cultural heritage.

1. We will increase business competitiveness through regional cultural distinctiveness, nurturing talent and leadership within the sectors
2. We will grow the Cornish Language Partnership, support the World Heritage Site Partnership and deliver the Cornwall Museums' Strategy to make the sector more resilient and sustainable
3. We will join up culture, heritage and tourism to generate increased levels of business for these sectors and invest in a small number of infrastructure projects to create a network of connected cultural hubs across Cornwall

Strategic issue 4 Employment and skills

Headline:

Whilst improving, we still have too many people with low or no qualifications and too few with high level qualifications. All this affects the productivity of our companies and their ability to grow. Starting with school achievement, we must improve the skills of our population in line with needs of our economy to achieve better personal incomes and business growth.



1. We must develop a better qualified and skilled labour market, recognising the importance and input of schools, colleges and universities in that process. Understanding the links between early experiences of work and aspiration will encourage our young people to view their future positively and encourage companies to invest more readily in younger staff
2. Recognising the multi-layered reasons for unemployment and economic inactivity, we want to develop much closer working partnerships with key agencies such as Jobcentre Plus to maximise opportunities to help individuals generate an economic income
3. Working across the Council, provide a co-ordinated and agreed approach to the development of employment and skills opportunities by the Council as a whole. This includes supporting the development of the public sector workforce; encouraging skills development through procurement processes, and promoting the Council as a leading employer of choice
4. Utilising the best labour market intelligence and developing an understanding of key new markets, develop the Council's leadership in this arena. Through effective liaison with partner organisations, promote the development of apprenticeships, traineeships and other skills approaches to develop sustainable opportunities for the population and businesses of Cornwall



Strategic issue 5 Leadership

Headline:

A sustainable economy: the key to the future. We will invest in Cornwall, fight for Cornish jobs and business and use European funding effectively and strategically. Economic development and regeneration will be a priority. We recognise the crucial role the EU plays in Cornwall's economic development and will engage fully to seek benefit for all.

1. We will work alongside the Local Enterprise Partnership and the wider private sector to invest in Cornwall
2. We will improve articulation of Cornwall Council's contribution via procurement, asset management, finance and transparency and develop a multi-service approach to economic development. We will take appropriate investment risks to secure competitive advantage for Cornwall. We will lever in a responsive business rate policy to drive business opportunity
3. We will negotiate greater autonomy to drive economic growth, champion better pay in Cornwall, lead the branding of Cornwall, work to revitalise Cornish high streets and better align housing, economic and jobs growth

Strategic Issue 6 Low Carbon

Headline:

Regulation and technological advance mean the low carbon sector is growing (e.g. renewable energy by 15% per year) with expansion set to continue. Cornwall has the natural assets to place it at the forefront but we must ensure that benefit is localised and that Cornwall is at the cutting edge of technological and commercial developments to maximise the sector's contribution to GVA and Greenhouse Gas targets.

1. Targeted support for renewable energy and environmental technologies will be prioritised. In particular, we will look to develop marine renewables, and the opportunities associated with geothermal energy
2. As well as promoting strategic Cornwall wide approaches to reducing the GHG emission levels for Cornwall, especially in areas such as energy efficiency and sectors like agriculture, we will also ensure that we contribute towards carbon-reduction targets both through operational and procurement activities
3. The economic and social benefits of developing a decentralised local energy market will be developed, with an emphasis on re-profiling our existing energy economy to one where local benefit is embedded through local ownership of generation. The Smart Cornwall programme will form a key element of bringing this to fruition
4. The wider opportunities inherent in pursuing a low carbon economy will be exploited, Cornwall Development Company will provide support to ensure that the opportunities and benefits to business are maximised



Part three: Delivering the strategy

Essential elements for delivery

This document has outlined key issues and areas of focus for Cornwall's economy. In order to realise these, a variety of plans, programmes, policies and projects will be implemented as essential elements for delivery.

Strategic Issue	Essential elements for delivery
<p>Business transformation</p> <p>Focus:</p> <ul style="list-style-type: none"> • Provide the conditions for business-led growth • Support innovation and promote a culture of enterprise to increase productivity • Support business resilience 	<ul style="list-style-type: none"> • Provide support for potential, new and existing business • Remove physical infrastructure obstacles to business growth • Actively seek inward investment • Bring Higher Education and Further Education closer to businesses, to grow Research and Innovation asset base • Create Innovative Finance and Financial Engineering Instruments • Develop the role of social enterprise in the economy • Support bedrock sectors (agriculture, tourism, etc) as well as emerging growth sectors • Promote sustainable supply chain development • Support exporting and internationalisation • Enable the establishment of Development Zones • Enable more dynamic and better connected micro and small businesses • Support delivery of a high quality stock of sites and premises to enable business growth and expansion • Digital investment and skills for growth • Improve the profitability, productivity, competitiveness and resilience of existing businesses whilst also attracting new businesses and new industries that have the potential to deliver growth
<p>Cornwall connectivity</p> <p>Focus:</p> <ul style="list-style-type: none"> • Promote inter-connectivity and collaboration of businesses in Cornwall and beyond • Strategic 'gateway' opportunities which promote connectivity between Cornwall and 'the world' to attract and retain high value business • Sustainable movement within and between places throughout Cornwall, to support employment growth 	<ul style="list-style-type: none"> • Support the progress of Cornwall Airport Limited in delivery of high quality airport operations providing regular and consistent services to major UK airports • Increased aviation-related usage on the Aerohub site • Delivery of Superfast Broadband to Cornwall to attract and retain high value business • Investigate post-Superfast technology advancement • Implement activity to ensure business collaboration across Cornwall, including connecting micros, home based and rural, isolated business • Ensure businesses make effective use of the Superfast investment and ensure that the 5% gap in Superfast connectivity is addressed • Enable sector development through the exploitation of Superfast Broadband • Ensure the economic opportunities for our ports, harbours, marine and maritime related businesses are maximised • Support strategic transport gateway opportunities which 'unlock' major employment land delivery. In particular, opportunities along the A30 and A38 corridors and through rail connectivity improvements • Support improvements to our internal transport networks

Strategic Issue

Essential elements for delivery

Creativity and cultural heritage

Focus:

- Grow high quality creative and cultural industries
- Achieve cultural distinction and be recognised as a leading rural region in this area
- Achieve excellent community and social engagement

- Increasing business competitiveness through regional distinctiveness
- Nurture talent and leadership within the sectors
- Grow the social reach and economic impact of the Cornish Language Partnership
- Support our World Heritage Site Partnership to improve the quality of a number of key industrial heritage sites and increase visitor numbers across the designation
- Invest in new digital initiatives to support the sector to reach greater audiences and generate additional income
- Generate new financing models to support product development, delivery and distribution for cultural / creative products
- Invest in a small number of infrastructure projects which, when linked with the existing investments, create a network of connected cultural hubs across Cornwall
- Deliver the Cornwall Museums' Strategy in collaboration with the For Cornwall Partnership with an aim to make the sector more resilient and sustainable
- Create a Cultural Tourism strategy for Cornwall. Joining up culture, heritage and tourism to generate increased levels of business for these sectors
- Ensure that the Archive and Cornish Studies Service is sustainable and accessible to all, with a focus on infrastructure, technology and audience development



Strategic Issue

Essential elements for delivery

Employment and skills

Focus:

- Provide leadership for the development of employment and skills
- Enable growth through business skills development
- Promote and enable economic inclusion across Cornwall
- Encourage progression into the labour market and progression through the labour market

- Develop the internal Council Skills Delivery Group to deliver co-ordinated employment and skills projects across the organisation
- Develop the Employment and Skills Board as a strategic delivery partnership of the Cornwall and Isles of Scilly Local Enterprise Partnership
- Work with other strategic partners such as the Department for Work and Pensions / Jobcentre Plus to develop joint services and approaches for increasing employment in Cornwall
- Provide informed, accessible and impactful labour market and economic intelligence to identify and inform future employment and skills opportunities. Work with local 'suppliers' to meet future skills needs through evidenced intelligence
- Support the development of leadership and management to develop skills for adaptability and growth and the capacity to address and support succession planning
- Support the development of research and innovation in Cornwall by increasing levels of research and development and develop an innovation culture from early ideas through to commercialisation and implementation including technical skills development
- Promote the development of the 'ladders of progression' from schools to Further Education, Higher Education, Lifelong Learning and employment.
- Develop effective ways to meet economic challenges by enabling communities and individuals to tackle in work poverty. Enable and encourage the adoption of flexible working practices to address workforce health issues, disabilities in work and an ageing workforce

Leadership

Focus:

- Invest in Cornwall, fighting for Cornish jobs and business
- Work effectively with the Cornwall and Isles of Scilly Local Enterprise Partnership
- Use European funding effectively and strategically
- Maximise the Council's capacity to promote the economy

- Champion and effect better pay in Cornwall
- Strengthen and ensure a multi-service approach to economic development
- Articulation of Cornwall Council's contribution via procurement, assets, finance and transparency
- Take appropriate investment risks to secure competitive advantage
- Ensure housing growth is predicted on economic growth and jobs
- Lead the branding of Cornwall
- Negotiate greater autonomy to drive economic growth
- Work collaboratively with the Local Enterprise Partnership and other strategic bodies
- Revitalise Cornish high streets, fit for the future
- Lever in a responsive business rate policy to drive business opportunity

Strategic Issue

Essential elements for delivery

Low carbon economy

Focus:

- Promote Cornwall and the Isles of Scilly as a 'green' exemplar region
- Develop the commercial potential of cutting edge renewable energy and environmental technologies
- Promote low carbon as a business growth catalyst
- Energy efficiency for business and communities
- Deliver the economic potential of a decentralised local energy market

- Develop the concept of low carbon economic growth, with the principle of a decentralised local energy market at its core
- Develop cutting edge renewable energy technologies, with specific focus on marine and geothermal
- Increase generation and use of renewable energy by Cornwall communities and businesses
- Develop the renewable energy sector and supply chain in Cornwall
- Improve resource and energy efficiency by businesses, organisations, communities and households across Cornwall. Glow Cornwall will form a key part of the delivery process
- Pilot new models of energy storage
- Support the development of technology and innovations to develop the transition to a low carbon economy, with a specific reference to the Smart Cornwall programme
- Ensure that the grid system in Cornwall is fit for purpose, and has the capacity to support the economic ambition of Cornwall





Image © Matt Jessop
courtesy of the
University of Exeter

Area based improvement

The Economy and Culture strategy maintains a Cornwall wide policy to place; every place is a priority. Investment should follow demonstration of what places can do for Cornwall.

Available investment will follow a mix of:

- Opportunity driven investment (need, aspiration, buy-in, funding stream, eligibility, coastal/ rural/town focus, scale, risk, match-funding, deliverability and co-investment)
- Anticipation of, or response to, economic crisis, market failure or reform
- Population, housing and employment demand

The Council will maximise the transformational opportunities of European funding with its focus on key strategic investment and regeneration programmes. We will develop the key strengths of towns to support a stronger, sustainable Cornwall and will ensure that the role of small settlements is supported and enhanced through integrated rural development, adding to the vibrancy of rural and coastal communities.

Measuring success

Whilst macro-economic conditions greatly impact on local economies, Cornwall Council has a duty to measure the impact of its interventions. Broadly, this will be monitored through headline measures that relate to better pay and more jobs:

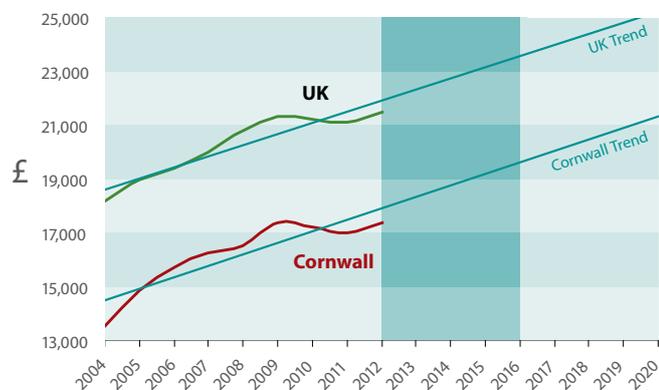
People earning more in Cornwall, closing the gap to national average
Earnings increase per year (from £17,389)

There will be more jobs in Cornwall
The number of people in work will increase (from 224,700)

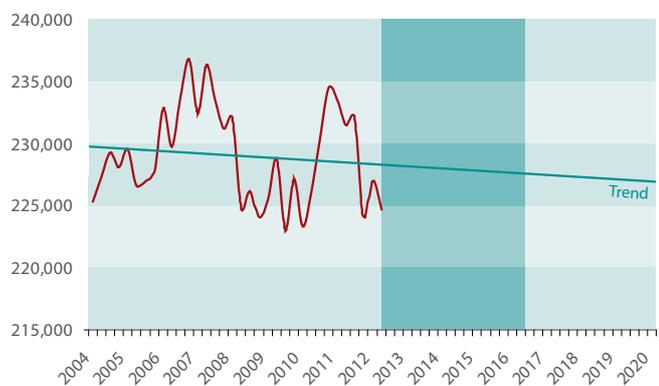
GVA Growth in Cornwall (LEP target)
an additional £338 million by 2020 – (from £7.5 billion)



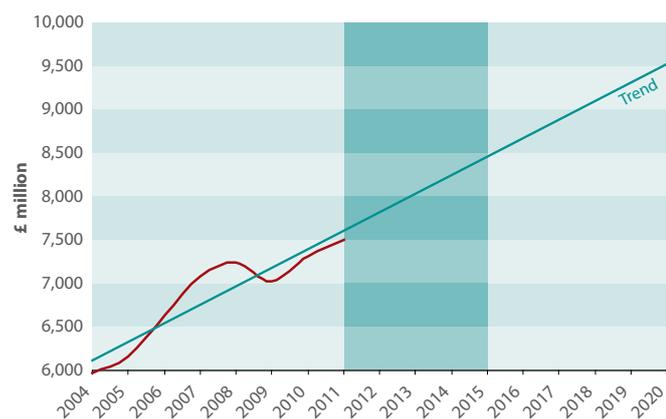
Average earnings



Number of people in work



Gross value added



This monitoring will be enhanced by a range of detailed indicators, including:

- Increase in qualification levels at NVQ4+
- Decrease in numbers without qualifications
- Productivity per FTE (full time equivalent) increase as a % of UK
- Increase (15% over 5 years) the Arts Clients turnover
- Increase (10% over 3 years) in annual local participation in cultural activity
- Innovation increase (patents, research and development spend, human resources in science and technology and employment in knowledge intensive industries)
- Total number of Higher Education students in Cornwall
- Number of business births and deaths
- Number of premises with Superfast Broadband coverage
- Number of businesses signed up to Superfast
- Renewable energy (electricity) newly installed capacity
- Marine energy installed capacity
- Marine sector growth
- Office for National Statistics (ONS) Personal Wellbeing indicators for Cornwall
- Cornwall Development Company output reporting

Image captions:

Cover (from top centre, clockwise): Electric car; Newquay Cornwall Airport; Health and Wellbeing Innovation Centre; Deployment of the wave hub (Credit Simon Burt); Heartlands.
 Page 3: (from left to right): Local children turf cutting; Cornish Crabbers (Credit: Sam Morgan, Apex); the Scillonian in dock
 Page 6: Bottling plant (Credit: Cornwall Development Company)
 Page 8 (from top): Deployment of the wave hub (Credit Simon Burt); Cultural event at the Eden Project; Watson Marlow, Bredel Pumps (Credit Simon Burt)
 Page 10: (from top): Truro cathedral; Davidstow Creamery (Credit Apex); Artist impression of the aerohub
 Page 11: Park for Truro, park and ride
 Page 13: View across Carrick Roads
 Page 15: Wheal Trewavas
 Page 16: The Exchange, Falmouth University

Notes



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Jn 08/13
Printed on recycled paper.
All information correct at the time of going to print.

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