

CORNWALL & ISLES OF SCILLY

LOCAL ENTERPRISE PARTNERSHIP



The natural place to
grow great business
Economic Growth Strategy
for Cornwall & Isles of Scilly
2012 - 2020

Messach personel dhyworth an KLA

Ottomma an welesigeth hag amkan ragwirhes rag an Keskowethyans Leel Aventur Kernow hag Enesek Syllan a-dhia 2012 bys dhe 2020. Y kodh bos redyes war-barth ha towlen negys an KLA.

“Yntanys on ni awos bos dhyn an chons a wruthyl strateji erbysek rag Kernow hag Enesek Syllan hembrenkys gans negys ha selys war dhaswel erbysek manylys an arebenedh, y nerthow, gwanderow, chonsyow ha peryllow – strateji selys yn hwir yn dustuni. Keffrys, lies yntredhowgh re leveris dhyn an pyth a dybowgh bos an maters a vri ha ni re woslowis. Ni re gewsis orth kansow a negysyow keffrys yn unnik ha dhe’n 15 diskwedhyans hag a hwarva oll a-dro dhe’n arebenedh. Godhon meur ras dhe bubonan re oberas genen der an diwettha 12 mis dhe wul an strateji ma onan a yll bos kevrennek ha krysas gans an kemeneth negys oll. Ni a vynn an kemeneth negys dhe synsi an lew ha junya genen rag gwruthyl termyn a dheu gwell rag peub. Yma edhom dhyn lemmyn a’gas gweres rag delivra an welesigeth.

Berrskrif yw hemma, selys war gesunyans a’n pyth re glewsyn ahanowgh ha gwel hir ha stag orth an fethow kelmys orth agan ekonomieth ha tuedhow termyn a dheu. Versyon hirra gans an dustuni a vri yw kavadow war-barth ha towlen negys manylys. Yma displegyans sostenadow orth kres an strateji ma; mar kwrellen ni distru an kerhynnedh – an dirwedh, hy diversita biwoniethek, hy hemenethow, gonisogeth hag ertach – ha ni ow moghhe sewena kowethasek hag erbysek an dus Kernow hag Enesek Sellan, fyllel ni re wrussen. Ni a henwel hemma agan ‘Pennrewl Kevarwodhek’ awos hemma dhe ri dhyn agan savla ha chons unnik. Ynwedh, kynth eus lies ‘chons nowyth’ rag tevyans erbysek (bysyel, technegieth uhel h.e.), mar skonyer aswon agan diwysyansow selek, trevow ha ranngyghyow a vri, ny vydh an amkan bras stratejek kowlwrys. Agan dielvennans a brof an peswar pennrewl a vri manylys y’n strateji ma dhe drehi a-dreus rann vras agan ekonomieth. Govenek a’gan beus bos stratejis ranngyghyel ha galosegel displegys gans konygyon, a dhastewyn an strateji ma. An ranngygh ekonomieith powek ha Kesva Soodh ha Sleyneith rag ensompel a wra stratejis a’n par ma. Negysyas omgussulyans, challenjya, gwaska, digelmi disakord ha skoodhya a vydh rannow a vri rag an KLA y honan.

Nyns yw hemma an kynsa tro a wrug strateji erbysek rag Kernow ha Enesek Syllan golowboyntya tevyans negysek, sleynethow, skians, ekonomieth ha’n

kerhynnedh. Ni re assayas yn hwir mires orth lewyoryon aswonny agan ekonomieth, fresk agan dewlagas, gans fog kenwerthel hag ervirans nowyth dhe wul dyffrans. KLA Kernow hag Enesek Syllan yw keskowethans yntra negysow ha’n dhew awtorita leel, mes dre vras tus negys on ha ni a styr negys. Yma edhom dhyn a’gas gweres rag keskomunya an strateji ma yn efan may kollanwa an KLA y offis stratejek ha delenwel yn posedhek pub mayn stratejek a geskelm orth Kernow hag Enesek Syllan a’n termyn a dheu, yn unn gennerta an adoptyans a’gan fog negysek hag agan filosofieth a dhisplegyans sostenadow.

Nyns esa bythkweyth termyn moy yntanus dhe vos yn negys po yn negys yn potencyal yn Kernow hag Enesek Syllan. Omjunyewgh genen ha gweres gul a’gan gwelesigeth gwirvos.”

Chris Pomfret, Kaderyer, Keskowethyans Leel Aventur Kernow hag Enesek Syllan

A personal message from the LEP

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 the LEP business plan.

“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 strengths, 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 the business community to take the driving seat and join in us in creating a better future for everyone. We now need your help to deliver the 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 a 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 cut across 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 and Isles of Scilly Local Enterprise Partnership

The natural place to grow great business



Our vision for Cornwall and Isles of Scilly

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.

In summary

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

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.

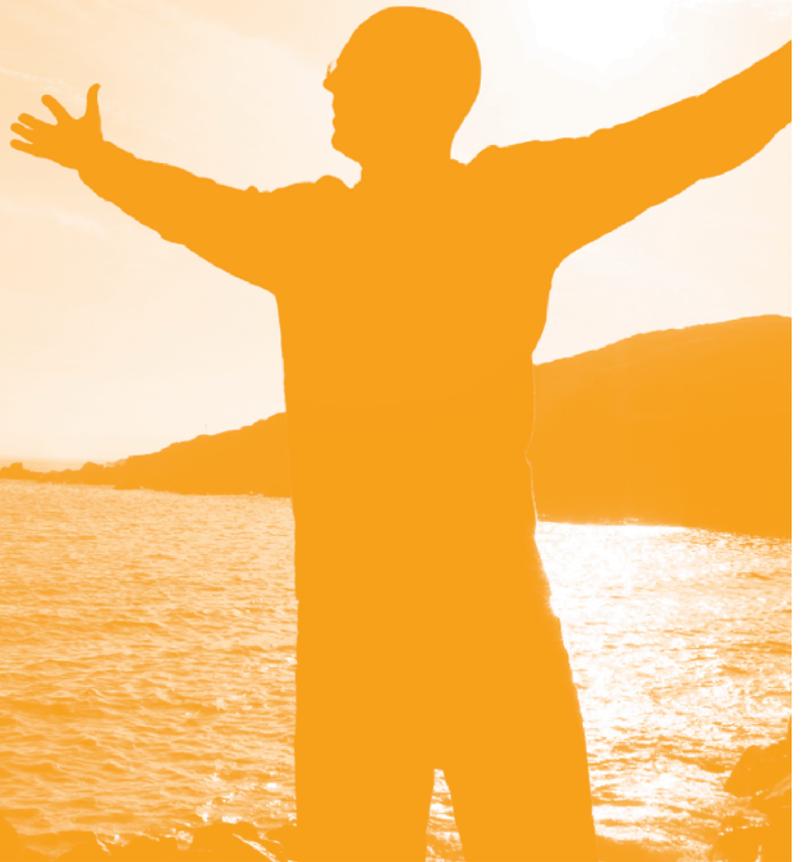
As well as building on our traditional strengths, we want to pioneer new industries that make the most of our special environment. We want to promote new ways of working so that businesses can compete and reach their potential whilst enjoying everything that is special about living in Cornwall & Isles 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.

Target

By 2020, Cornwall and the Isles of Scilly's GDP per head will be above the 75% average for the European Union. By 2020 we will have exceeded the expected growth, in terms of GVA of the overall Cornwall and Isles of Scilly economy by an additional £338 million; per person employed this will be an additional £1,450 per annum.

Priority 1

Inspiring business to
achieve their national
and global potential



What does the LEP want to see happen?

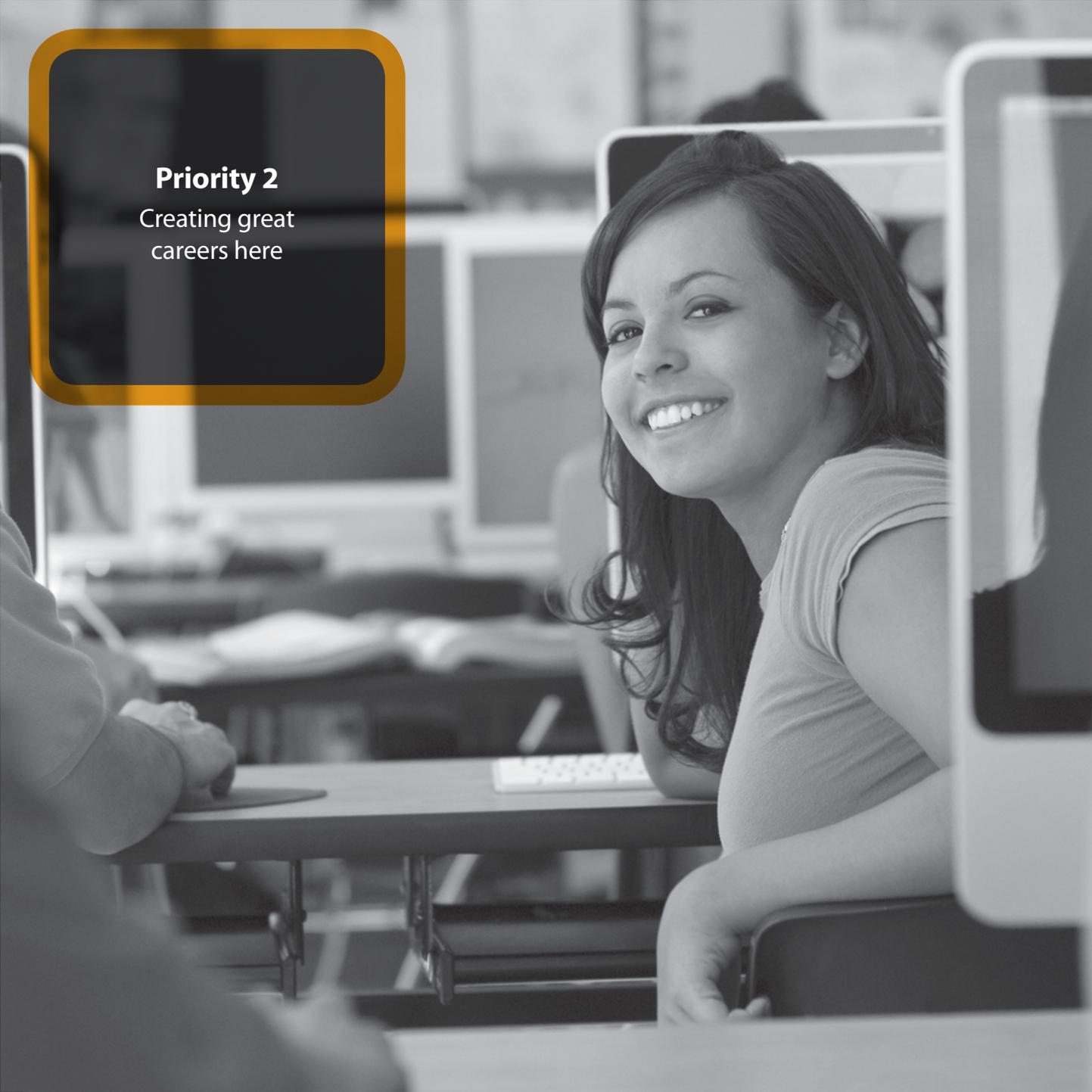
- Every business, including social enterprises, aspiring to be the best they can be whether that aspiration is local, national or global
- More businesses connecting with each other so that they can punch above their weight
- More businesses making use of superfast broadband to work flexibly and create '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.

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 'today's Cornwall & Isles of Scilly'
- Help get rid of the obstacles that can stop businesses growing or exporting such as infrastructure and transport links and creating '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 including access to finance and influence the provision of that support to ensure that it is valued by the business community
- 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 other Enterprise Zones.

Why does this matter?

Cornwall & Isles of Scilly have many great businesses but many others who have yet to realise their full potential. This gives a great opportunity for economic growth through increasing aspirations, and helping these aspirations to be achieved. The image of Cornwall & Isles of Scilly held externally does not reflect 'today's Cornwall and Scilly'. It is essential that this is addressed since 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.



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 Cornwall & Isles of Scilly are great places to live, work and build a career.

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 for an individual to design and build a career irrespective of starting point.

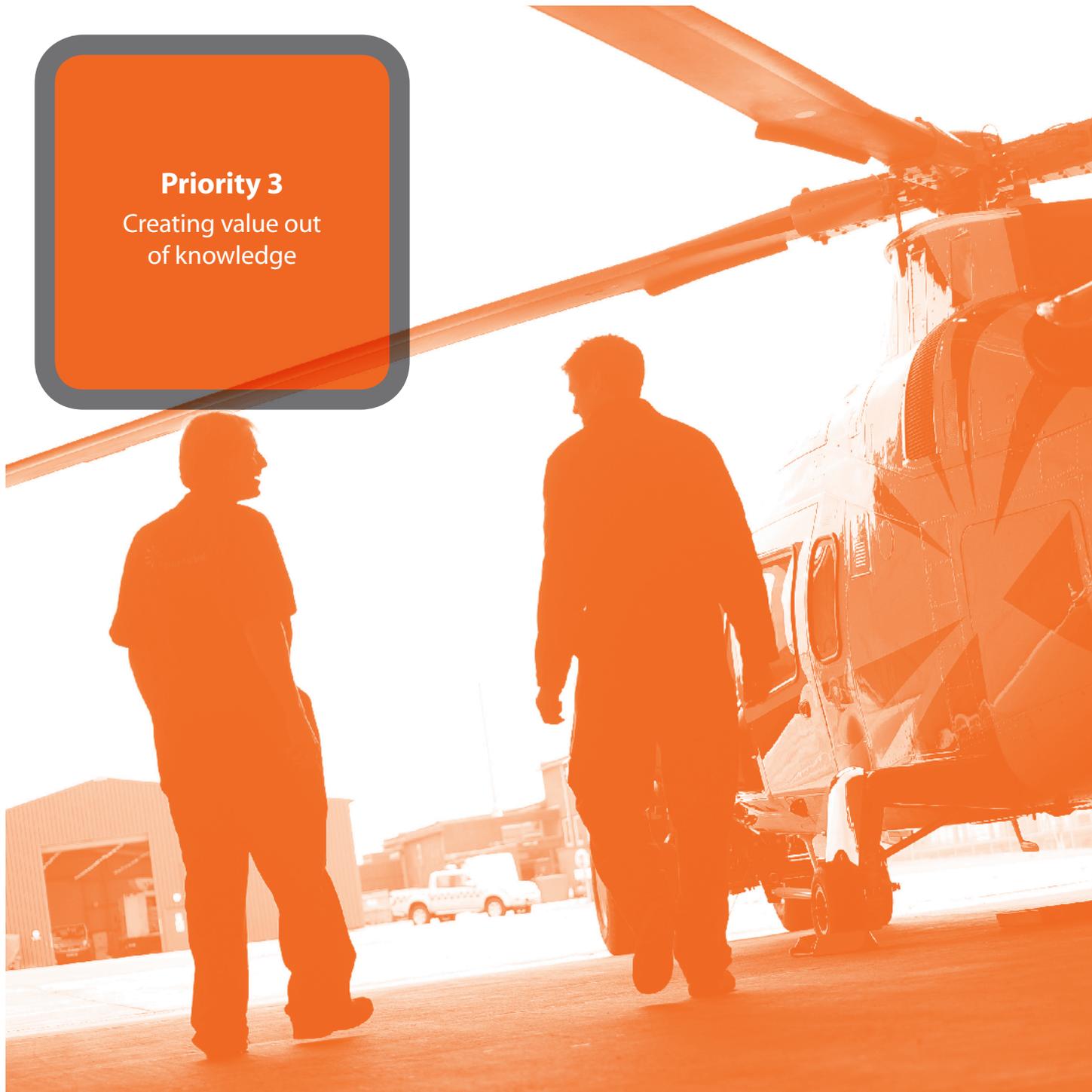
Why does this matter?

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 are 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 aerospace. Graduates seeking to return to Cornwall & Isles of Scilly will benefit from the development of greater career choices.

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 and the business community particularly our micro and small enterprises.

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 to be leading edge environmentally.

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 we will champion and challenge where relevant and influence planning decisions to ensure that these reflect this desire. Changes in behaviour will be a key aspect of managing our environmental responsibilities.

How we will work

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.

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 organisation, part-time and strategic by nature. It will need other bodies to help it 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 grants.

We will work with the emerging 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.

Where appropriate, we will work with other LEPs, both within the South West and nationally, where there is a shared agenda item or where working together will bring greater benefits than working individually.

Cornwall Council will review its own economic development strategy in the light of the LEP strategy and these documents will be the driving forces to inform the prioritisation and resource allocation 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 strategy, go to: www.cornwallandislesofscillylep.com

Who are we?

The Cornwall and Isles of Scilly Local Enterprise Partnership (LEP) was launched in May 2011 and is one of 39 LEPs in England set up following the Coalition Government's new approach to economic development. This new approach puts businesses in the driving seat and empowers the private sector to determine their own priorities.

The Government has not defined LEPs in legislation but has indicated that they are to provide the vision, knowledge and strategic leadership needed to drive sustainable private sector growth and job creation in their area.

Our LEP is a private sector led partnership between the private and public sectors and has been established as a not for profit company limited by guarantee. Our Board currently has twelve Board Directors including seven representatives appointed from the private sector in Cornwall, and five public sector nominees comprising three Cornwall Council representatives, one representative from the Isles of Scilly Council and one representative from the Combined Universities in Cornwall. Within our LEP constitution, which outlines our

purpose, priorities, accountability and key relationships, there are places for up to 15 Board Directors.

As well as utilising resources provided by Cornwall Council and the Isles of Scilly Council, we have also been successful in securing some initial start up and capacity funding from the Department for Business Innovation and Skills (BIS). Additionally we have secured Regional Growth Funding and other UK Government funds to drive growth. The LEP Strategy will also be a key element in determining the usage of future European support for Cornwall. Private sector support via staff time has also been donated to the LEP as a valuable in-kind resource contribution.

For more information on our LEP, to find out what we have achieved to date or to get in touch, please visit our website at www.cornwallandislesofscillylep.com

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