



CORNWALL &
ISLES OF SCILLY
LOCAL ENTERPRISE PARTNERSHIP

Cornwall and Isles of Scilly Local Enterprise Partnership

2022/23 Delivery Plan

v2

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Foreword

This is the 2022/23 Delivery Plan for the Cornwall and Isles of Scilly Local Enterprise Partnership. It should be read in conjunction with our Local Industrial Strategy.

To be added.

Mark Duddridge
Chair

Glenn Caplin-Grey
Chief Executive

Executive Summary

The Cornwall and Isles of Scilly Local Enterprise Partnership (LEP) is one of 38 LEPs in England. Private sector-led, it is a partnership between the private and public sectors and is driving the economic strategy for the area, determining local priorities and undertaking activities to drive growth and the creation of high value local jobs.

This Delivery Plan sets out the priorities and activities that the Cornwall and Isles of Scilly LEP intends to deliver in 2022/23. The Delivery Plan is divided into Strategy, Governance and Delivery activity as this reflects the categories used by Government to assess LEP performance.

Our key priorities for 2022/23 include:

Strategy

- Levelling-up/Business voice – continue to lead the Economic Recovery Group and activities; continue to implement the Local Industrial Strategy, including sector support and convening; lead the Employment and Skills Strategy through the Employment and Skills Board; continuing our support for the Great South West initiative and promoting regional investment and opportunities.
- Green Industrial Revolution – continue to develop Floating Offshore Wind in the south west; advocating for tech metal opportunities in CloS; promoting Net Zero technology; maximising energy efficiency deployment measures and advocating for business energy infrastructure requirements.
- Communications and engagement – ongoing improvements to our reach and impact; driving the work of the LEP Network and other influencers and; continuing our convening and challenge roles across partnerships.

Governance

- Supporting devolution transition arrangements.
- Ensuring continued compliance with the National Assurance Framework.

Delivery

- Investment programmes – delivering against our programme targets for Enterprise Zones, Growth Hub, SW Energy Hub, CloS Investment Fund and the establishment of a Culture and Creative Industries Investment Programme. Through our Employment and Skills Board, continue to deliver our skills programmes such as Digital Skills Partnership, Careers Hub and Apprenticeships.

The LEP Executive will provide the LEP Board with finance and performance reports, via the LEP CEO’s report, at every LEP Board meeting. This provides a mechanism for tracking finance and performance against the priority areas and activities contained with this Delivery Plan.



Cornwall and Isles of Scilly LEP Board

The Cornwall and Isles of Scilly Local Enterprise Partnership (LEP) was launched in May 2011. Private sector-led, it is a partnership between the private and public sectors and is driving the economic strategy for the region, determining local priorities and undertaking activities to drive growth and the creation of quality local jobs.

				
Mark Duddridge (Chair)	Frances Brennan (Vice Chair)	Gordon Seabright	Clare Parnell	John Acornley
				
David Walrond	Steven Jermy	Poppy Naylor	Lisa Oakes	Lisa Roberts
				
Dan James	Ann Vandermeulen	Emma Stratton	Emma Hunt	Cllr Linda Taylor
				
Cllr Louis Gardner	Cllr Oliver Monk	Cllr Fran Grottick		

Our Culture

The Cornwall and Isles of Scilly LEP is private sector led and we look to collaborate with partners who share our vision to ensure that;

In 2030 the Cornwall and Isles of Scilly creative and carbon-neutral economy will be realising opportunities for its people, communities and businesses to thrive, benefiting the environment and providing an outstanding quality of life for all.

In pursuing this vision we put Cornwall and the Isles of Scilly first and work in ways which embody our culture, our core values and our everyday behaviour. We are;

Inclusive. We look to be accessible, enabling and supportive of our businesses and communities by listening and then acting in the best interests of the region.

Ambitious for Cornwall and the Isles of Scilly and believe that the region can continue to achieve great things regionally, nationally and globally by being bold and aspirational.

Collaborative, working with businesses and partners to deliver our strategic vision.

Impactful. We make best use of our resources by being effective, entrepreneurial and productive. Our work gets results.

Independent and informed champions of the business community who are driven to help businesses thrive.

Creative and inspiring, we show leadership in shaping the future and are confident we can make change happen.

Local Industrial Strategy

Vision

In 2030 Cornwall and Isles of Scilly's creative and carbon neutral economy will be realising opportunities for its people, communities and businesses to thrive, benefiting the environment and providing an outstanding quality of life for all.



Cornwall and the Isles of Scilly are rich in natural capital and alive with opportunity. We must now move beyond the economy of the past, where a narrow definition of growth led to an imbalance between our natural and material resources and between the income levels of our resident population. By mobilising our considerable cultural assets and social capital in order to realise our region's full potential and deliver inclusive growth.

Our Industrial Strategy sets a course for a decarbonised and sustainable future for business, for people and for our environment. Our pioneering spirit, strength of community and culture of innovation and creativity will take us there. We will look to the horizon in terms of ideas, global markets and even the potential of Space to fully embrace the principles of a regenerative economy that can deliver for all. People are at the heart of our strategy; improvements to our economy must be inclusive and will have a net-positive impact on the environment and the health and wellbeing of all our community.

Through the delivery of the Local Industrial Strategy, we aim to secure Cornwall and the Isles of Scilly's position as an internationally renowned rural creative region.

Our ambitions to lift performance across the economy:

People

A skilled, healthy and inclusive workforce that feels inspired and valued, enjoying quality of life, a living wage and pride of place.

Infrastructure

A fully connected economy, built environment and transport system powered by a zero carbon smart grid and accessible green infrastructure.

Business Environment

Productive, innovative businesses, scaling up and working together to broaden CloS capabilities and retain value from a circular economy.

Ideas

A growing entrepreneurial ecosystem nurtured by our anchor institutions, embedding R&D, creativity and innovation in business to improve productivity.

Place

A thriving network of connected and innovative businesses, equitable communities and productive systems, all capitalising on the strengths and opportunities of our cultural assets and natural capital.

Our distinctive opportunities / USPs:

Clean energy resources

Capitalising on our unrivalled natural resources; leading innovation in floating offshore wind (FLOW) & deep geothermal.

Geo-resources

Harnessing our expertise as well as the critical minerals necessary for the low-carbon transition, in a sustainable way.

Data and Space

Exploiting the unique physical, digital and intellectual assets in the region and using data to overcome local and global challenges.

Visitor economy

Making CloS the global leader for low carbon experiences for visitors and residents, maximising links to the environment, heritage and culture.

Agri-food

Creating a productive and sustainable sector maximising market opportunities for land and marine management and food processing/production.

Achievements to 31 March 2022

Strategy

- Local Industrial Strategy Implementation.
- Economic recovery – response/recovery group, grant deployment, intelligence, campaigns, sector recovery plans.
- Great South West - pipeline activity across Levelling-up, Tourism Zone, DIT and Growth Hub collaboration and support for the Great South West All Party Parliamentary Group.
- Continued investment into the [CloS Growth and Skills Hub](#), leadership of the South West Peninsula Growth Hub Cluster for business resilience and Peer Networks.
- Communications - highlights included newsletter, blogs, G7, City of Culture, spaceport, space, energy, geothermal, rural economy, CloS Investment Fund and partner releases.
- UK City of Culture 2025 longlisted.

Governance

- Met 2023 Government target of equal representation of men and women on LEP Board.
- LEP Board – LEP Chair term extension and co-opting arrangements deployed.
- Compliant with National Assurance Framework.
- Ongoing oversight from S151 Officer on LEP processes.
- Participation in Local Authority scrutiny arrangements.

Delivery

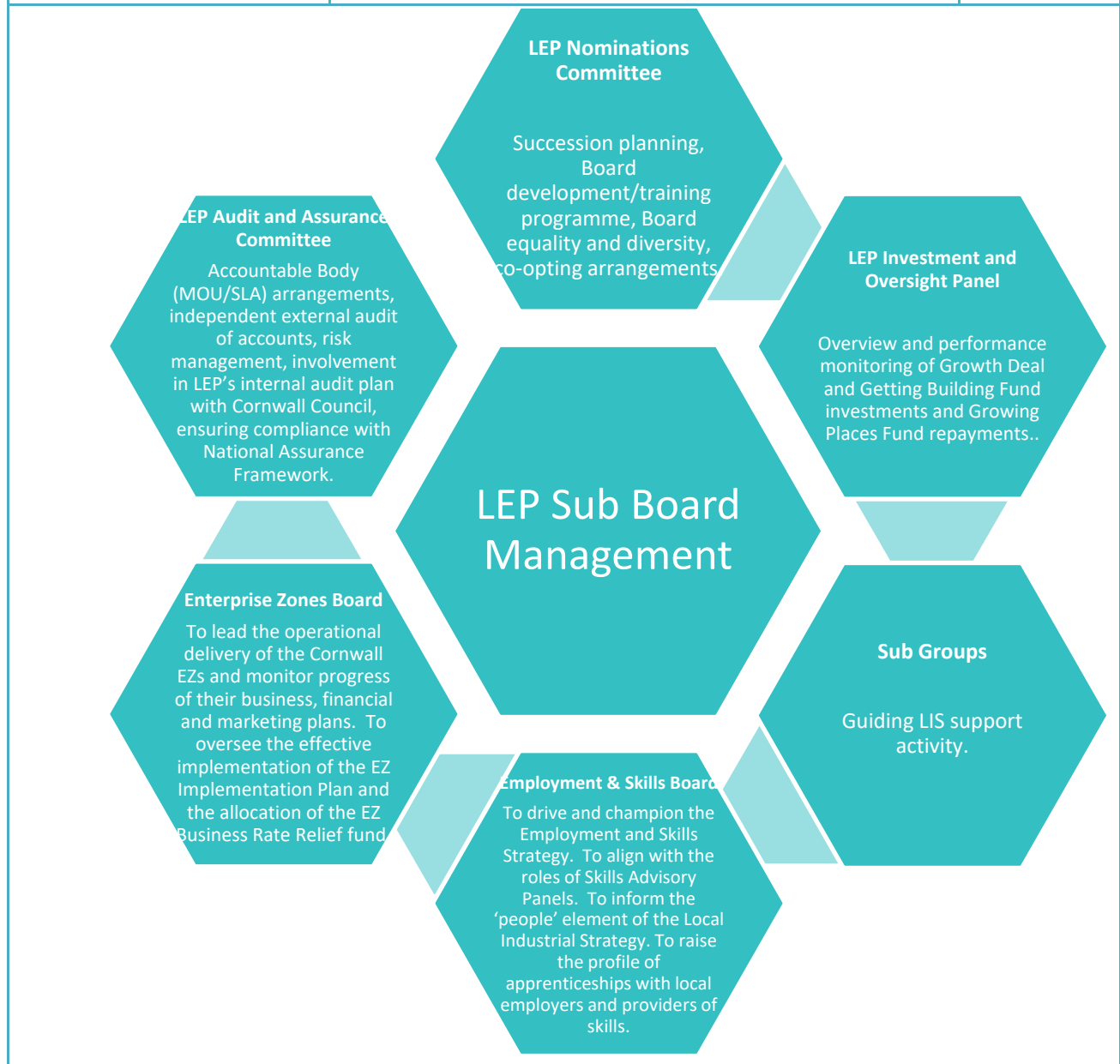
- [Growth Deal](#) – Full £78m investment allocated.
- **Getting Building Fund** - £14.3m capital investment with £44.6m public and private sector match, 6 projects delivery 1,100 jobs.
- **Enterprise Zones** – 290 jobs, investment activity ongoing across Aerohub/Marine Hub sites
- **Growth Hub** - 1150 business/skills reviews, 10,000 calls, 100,000 website users, 460 Kickstart SME grants, Peer Network Pilot Programme, EU Transition and additional advisor capacity.
- £40m [CloS Investment Fund](#) - £10m investment milestone reached, with 28 SME equity investments and loans.
- **Employment and Skills** – Refreshed Local Skills Report, Careers Hub virtual work experience placement delivered, Phase 2 launch of Cornwall Apprenticeship Campaign, Kickstart Programme, Digital Skills Bootcamps
- Supporting the delivery of the £584m **CloS ESIF Growth Programme**, including leadership (Chair) and representation on the CloS LEP area Integrated Territorial Investment Board.
- **wAVE** project completion

2022/23 Strategy Priorities

Priority	Activities/Deliverables	By when
Levelling-up – Business Voice Lead Director(s): Mark Duddridge / Frances Brennan / Clare Parnell / John Acornley / Steve Jermy / Poppy Naylor / David Walrond / Emma Hunt Lead Exec: Glenn Caplin-Grey / Nathan Cudmore / Stacey Sleeman	Lead the Economic Recovery Group	Q1-4
	Sector Development/Convening/LIS Implementation <ul style="list-style-type: none"> • Agri-food business support • Tourism • Data and space • Creative Industries • Additional sector support • LIS metrics/intelligence development 	Q1-4
	Lead Employment and Skills Strategy via the Employment and Skills Board (Skills Advisory Panel)	Q1-4
	Great South West	Q1-4
Green Industrial Revolution Lead Director(s): Steve Jermy Lead Exec: Glenn Caplin-Grey / Nathan Cudmore / Dr Eva Marquis (secondment)	Supporting role: <ul style="list-style-type: none"> • SPF / Levelling Up Fund • Place Shaping • Devolution • Investment Pipeline 	
	Develop FLOW in the south west	Q1-4
	Advocate for further development of deep geothermal in CloS	Q1-4
	Advocate for Tech Metal opportunities in CloS	Q1-4
	Support energy efficiency measure deployment	Q1-4
	Net Zero technology promotion	Q1-4
Communications and Engagement Lead Director(s): Poppy Naylor / Gordon Seabright Lead Exec: Glenn Caplin-Grey / Katie Sandow	Advocate for business energy infrastructure requirements	Q1-4
	Continue improvements to our reach and impact	Q1-4
	Drive the work of the LEP Network and other influencers, including CBI, Chamber and FSB networks	Q1-4
	Develop LIS/Recovery/City of Culture campaign strands	Q1-4
	Continue LEP convening and challenge roles across partnerships e.g. Sub National Transport Board, CloS Leadership Board, Island Futures Group, Great South West, ITI Board	Q1-4

2022/23 Governance Priorities

Priority	Activities/Deliverables	By when
LEP Assurance Lead Director(s): Mark Duddridge / Nominations Committee / Lisa Oakes Lead Exec: Nathan Cudmore / Carol Bransgrove	Support devolution transition arrangements	Q1-4
	Support development of new Race Equality Council with CloS Leadership Board	Q1-4
	Ensure continued compliance with the National Assurance Framework	Q1-4



2022/23 Delivery Priorities

CloS Investment Fund

Lead Director: John Acornley	The LEP has worked in partnership with the British Business Bank to create the £40 million Cornwall and Isles of Scilly Investment Fund for the CloS LEP area. The fund provides loans and equity investments (rather than grants)	
Lead Exec: Nathan Cudmore	from £25,000 to £2 million to help local businesses grow and create jobs. It is seen as a vital tool to support the local economy after the UK has left the European Union. During 2022/23 the CloS LEP will continue to support the development and delivery of this fund through its leadership of the Investment Fund's Advisory Board.	
Output		
2022/23 Forecast		
Equity investments*	£4m	
Debt finance*	£4m	

* Spend targets for the Fund are commercial and sensitive, therefore forecast figures have been used, the CloS LEP Investment and Oversight Panel receive performance monitoring reports.

Enterprise Zones - Aerohub+

Lead Director: Steve Jermy	Aerohub+ EZ now represents a single Enterprise Zone across two locations:	
	<ul style="list-style-type: none"> Aerohub EZ (AEZ) at Cornwall Airport Newquay (CAN) - including the operational airport and the Aerohub Business Park 	
Lead Exec: Jordan Whaley	<ul style="list-style-type: none"> Goonhilly Earth Station (GES) - satellite communications site. 	
Project		
Output		
2022/23 Forecast		
Aerohub+	TBC – subject to revised implementation strategy	TBC

Enterprise Zones – Marine Hub

Lead Director: Steve Jermy	The Marine Enterprise Zone is a vital component of Marine Hub Cornwall which was launched in February 2017.	
Lead Exec:		

Jordan Whaley	Marine Hub Cornwall will establish Cornwall and the Isles of Scilly (CloS) as a global centre for technology development and expertise and the location of choice for businesses engaged in the development, deployment and operation of marine renewables technologies and the associated supply chain.	
Project	Output	2022/23 Forecast
Marine Hub	TBC – subject to revised implementation strategy	TBC

Growth and Skills Hub

Lead Director: Ann Vandermeulen	The Growth and Skills Hub has now supported over 2000 businesses since phase two began in late 2018. It continues to be delivered by the Cornwall Development Company (CDC). The Growth Hub is ERDF funded with match funding provided through LEP/BEIS funding. In 2017, CDC was awarded the Skills Hub (ESF) contract and has aligned the two with considerable benefits in sharing resource. The LEP continues to chair the joint Growth and Skills Hub Management Board.	
Lead Exec: Nathan Cudmore and Stacey Sleeman		
Output	2022/23 Forecast	
Growth Hub (ERDF) - the principal output is P13 - businesses undergoing a 3-hour IDB process	800	

CloS ESIF Growth Programme Delivery

Lead Director: Mark Duddridge, Frances Brennan	Supporting the delivery of the £584m CloS ESIF Growth Programme, including leadership (Chair) and representation on the CloS LEP area Integrated Territorial Investment Board (ESI Funds Sub-Committee).		
Lead Exec: Nathan Cudmore			
Output	Allocated / Spend	Unallocated	Total Forecast Spend by 2023*
ERDF spend	£381.64m	£2.57m	£381.64m

ESF spend	£132.21m	£4.95m	£132.21m
EAFRD spend	£9.4m	£0.33m	£9.074m

* Subject to exchange rate changes

Skills Advisory Panel (Employment and Skills Board)

Lead Director: Frances Brennan / Clare Parnell
 Leading the LEP's approach to employment and skills, building an industry needs led approach, influenced by the Local Industrial Strategy.

Lead Exec:
 Stacey Sleeman

Output	By When
Skills Advisory Panel (SAP)	Q1-4
Careers Hub and Enterprise Advisers (EA and Gatsby metrics)	Q1-4
Digital Skills Partnership	Q1-4
Apprenticeship Campaign	Q1-4

Culture and Creative Industries Investment Programme

Lead Director: Mark Duddridge
 To establish a Culture and Creative Industries Investment Programme. The call design, funding decision, and monitoring of the Culture and Creative Industries Investment Programme delegated to the LEP Investment and Oversight Panel.

Lead Exec:
 Glenn Caplin-Grey

Output	By When
Call design, open call, funding decision and monitoring	Q1-4

Budget

	Budget
	£
INCOME	
Ringfenced Funds	
Ringfenced funds c/f and received in year	885,225
Un-ringfenced Funds	
Cornwall Council Funding	112,500
Government Core funding	375,000
Estimated interest accrued on balances	50,000
Un-ringfenced funds c/f and received in year	813,222
TOTAL INCOME	2,235,947
EXPENDITURE	
Un-ringfenced Expenditure	
Salaries & Employee Costs	241,637
Transport	10,000
Supplies & Services	40,000
Communications and Engagement	47,000
Recovery/Implementation	490,000
Great South West	20,000
Accountable Body - support services charge (MOU)	50,000
Commissioned Functions	211,994
Programme Management	20,000
LEP Company	80,000
Total un-ringfenced Expenditure	1,210,631
Ringfenced Expenditure	
Growth Hub	271,000
Digital Skills Partnership	127,487
Skills Advisory Panels	99,438
Skills Innovation Fund	102,667
Apprenticeship	10,980
CIoS Careers Hub	95,000
EIF - Ten Opportunities	178,653
	885,225
TOTAL EXPENDITURE	2,095,856
Remaining Funds Unallocated	140,091

Key Performance Indicators

The Delivery Plan continues to track the broad set of indicators originally set out in the Vision 2030. Key Performance Indicators (KPIs) are reported formally at Board meetings and work is ongoing to further align with Local Industrial Strategy metrics, Levelling-Up White Paper metrics and local authority metrics including carbon neutrality indicators.

Vision 2030 indicators were previously chosen to include readily available metrics at a national level and more local metrics that can be reviewed on a more regular basis. The table below provides an update on the position as of March 2022.

Indicators									Vision 2030 Targets		
Description	Value unit	2015	2016	2017	2018	2019	2020	2021	2019	2020	2021
Employment in knowledge-intensive sectors or high-tech manufacturing	% of all employment	12.8	11.6	13.3	12	12.6			12.2	12.5	13.0
R&D expenditure per person in work (employed and self-employed)	Euros per person in work	128.7	237	204.5	206.4	201.5			257.5	264.5	271.5
Employment in science, research, engineering and technology	% of all employment	2.6	3.8	2.5	4.3	3	2.3		4.2	4.5	4.8
Productivity (Gross Value Added (B) per hour worked)	£	23.4	24.9	25.9	26.5	27.2			24.6	25.0	25.4
Average annual pay for full-time workers (median workplace-based)	£	22,239	22,997	24,000	23,942	24,963	25,511	25,013	24,197	24,598	25,198
Business formation rate	% of all enterprises	10.6	10.6	10	9.8	10.2	10		10.8	10.9	11.0
New business survival rate (for 3 years after start-up)	% of all new enterprises	62.5	62.9	60.4	60.7	61	60.7		63.4	63.5	63.7
Unemployment rate (actively seeking and ready for work)	% of working age population	5.5	3.8	2.9	2.7	3.3	4.1		3.8	3.7	3.7
Workless households (no one in household in work)	% of all households	16.6	14.9	13.9	16.5	15.3			14.0	13.6	13.2
In work poverty (families in receipt of working and/or child tax credits)	% of all working households	23.3	21.4	20.2	19	15.2	11.7		20.3	19.9	19.4
Low earnings levels (annual full-time earnings of lowest 20% workers)	£	16,366	17,073	17,192	17,839	17,864	18,725		17,857	18,118	18,510
Intermediate and high level skills (people qualified to NVQ2 and above)	% of working age people	74.8	77	79.3	77	77.7	77.3		78.3	78.7	79.1
Young people not in employment, education or training (NEETs)	% of all 16 and 17 year olds known to the authority	3.7	6.9	5.8	6	6.2	5.8		6.3	6.2	5.9
Life satisfaction score (survey based)	Average rating (0-10)	7.7	7.78	7.82	7.91	7.74	7.71				
Employment growth (net increase since 2010)	Growth in people employed	16600	23600	27600	22700	30300	24200				
Employment in export intensive industries	% of all employment	10.6	10.8	10.3	9.8	9.2	9.9				

Risk Management

As part of the LEP Assurance Framework we are ensuring we take appropriate steps to manage and mitigate risk. Different programmes sometimes demand a different means of reporting risk and assessing other issues such as value for money. However, as a principle across all of our activity we will ensure:

- We have a full understanding of our obligations.
- We have sufficient processes and internal systems of control (via our Accountable Body) to meet our obligations.
- We have appropriate systems and process in place to allow us to identify, manage and review our risks.

Risk management (identification and mitigation measures) within the CloS LEP is a continuous process which runs through the organisation and in programme and project delivery. Overall, the LEP CEO is responsible for risk management.


The CloS LEP has a risk register which is reviewed monthly by the LEP Executive Team, at each meeting of the LEP Audit and Assurance Committee (AAC) and is presented at every LEP Board. Horizon scanning risks are also considered and reviewed at both AAC and Board level.

Risk is managed through the LEP Sub-Boards and Steering Groups that the LEP Chair, or, has representation on. Sub-Boards and Steering Group reports and individual risk registers feed into, via the LEP Executive Team, the LEP's Risk Register. The LEP's Risk Register is updated and reviewed by the AAC before being presented to the LEP Board.

For programme investments, the LEP Executive will monitor risks at a project level liaising with the applicant. The risks will be reviewed and escalated where appropriate adapting to consider the risk to the LEP and programme delivery, and not just to project delivery.

The risk register is a standing item on the AAC agenda. The risk register is presented to the LEP Board following all AAC meetings with a report summarising changes to the

risk profile and associated mitigations. This allows the wider Board to input into the risk management of the LEP.



Level 4	LEP Board	Reviews Corporate Risk Register. The Board also reviews emerging/horizon scanning risks (as recommended by the AAC).
Level 3	LEP Audit and Assurance Committee	LEP Audit and Assurance Committee review the Corporate Risk Register and makes recommendations to the LEP Board. The Committee also considers and reviews emerging/horizon scanning risk and escalates to the LEP Board.
Level 2	Sub-Boards and Steering Groups	Sub-Boards and Steering Groups monitor performance and risk and report upwards, via the LEP Executive Team, to the Audit and Assurance Committee.
Level 1	LEP Executive Team	LEP Executive Team review reports and risks. Any significant risks are escalated to the relevant sub-boards and then to the LEP Audit and Assurance Committee through the Corporate Risk Register.