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## **CHAPTER 10: CROSS-CUTTING THEMES**

### **INTRODUCTION**

This Chapter outlines the means by which the three Cross-Cutting Themes will be delivered -- they are designed as virtual Priorities – and are as follows:

- ◆ Equal Opportunities;
- ◆ Information Society;
- ◆ Environment.

These Themes are additional to the 5 “vertical” Priorities with associated Measures presented in Chapter 9.

This section details the Cross-Cutting Priorities and presents objectives for each. The intention is that these should be treated in a horizontal manner, relevant to all five of the vertical Priorities outlined in Chapter 9. Each of the strategies for the Cross-Cutting Priorities will involve a combination of prioritisation within the vertical Priorities using a range of techniques, including prioritisation within the selection and appraisal system, and monitoring and evaluation using appropriate and relevant targets and indicators for each Cross-Cutting Priority. This Chapter sets out the methods to be used to ensure that Cross-Cutting objectives will be realised, with the actual detail presented in the Programme Complement.

Although Cross-Cutting Priorities do not have financial allocations associated with their implementation, the realisation of their objectives are of equal weight to the vertical Priorities. Progress towards the realisation of these objectives will be presented as a separate element in each Annual Report.

### **EQUAL OPPORTUNITIES THEME**

#### **BACKGROUND AND RATIONALE**

As with other EU regions, there are a number of groups who, for a variety of reasons, are particularly disengaged from the labour market of Cornwall and the Isles of Scilly. Women in particular face a number of obstacles which affect their participation in the labour market. In Cornwall and the Isles of Scilly women are under-represented in higher paid and higher skilled sectors – in 1999, 18% of men were in management or other corporate occupations, compared to only 8% of women. Conversely, there were proportionately 4 times as many women as men occupying basic administration and clerical positions and within sectors with a high proportion of low paid positions e.g. catering which is dominated by women.

Women returners, lone parents and other groups face particular barriers in maximising their employment potential. Whilst childcare provision has increased and more employers are adopting flexible work practices, such options are highly variable depending on location and employer. The 1999 Prosper employers survey indicates that only a small minority of companies allow staff to work flexible hours, provide or contribute towards the cost of childcare, or job share and other activities.

In the case of women the combined effect of such barriers is that earnings are significantly below those of males. Females in Cornwall employed full time earn a quarter less than males every week, although the gap is narrower in Cornwall than nationally. Gender differences in average earnings have also become less stark over time, although the pace of change has been slow and convergence, or a position approaching convergence, is some way off.

Recent research, on behalf of the Women’s Unit of the Cabinet Office, reinforces the gender gap in earnings. Over a lifetime of employment, females in the UK are likely to earn between £143,000 and £241,000 less than males in equivalent occupations. Women who return to employment after having

children also lose out substantially to childless women, largely due to only being able to work reduced hours when they return.

## POLICY CONTEXT

The Table below presents the key policy contexts that will influence this Priority. The PMC will incorporate aspects of the objectives and strategies into the relevant guidance and / or into the appraisal system.

POLICY CONTEXT		
EU	UK	REGIONAL
European Employment Strategy Mainstreaming of Equal Opportunities European Social Inclusion Strategy	National Action Plan for Employment National Childcare Strategy Dtl Social Enterprise: A strategy for Success	Regional Economic Strategy for South West England
<b>Note: See Chapter 6 for detailed coverage</b>		

## PRIORITY OBJECTIVE

Achieving equality requires that a range of issues are addressed, a number of which are outside the remit of the Programme, and which will be pursued by organisations such as the Equal Opportunities Commission and other social and economic partners. The central thrust of this Priority is mainstreaming equality of opportunity to ensure that the opportunities generated by the Programme, including the opportunity to participate in the management of the Programme, are genuinely open to all, and that positive steps are taken to remove barriers or bias.

It is important that projects supported by the Programme ensure that a contribution is made to achieving this equality. The Equal Opportunities Priority objective, therefore, is:

***“To increase the equality of opportunity provided by the Programme, including the take up of opportunities by women, through the promotion and provision of support, and prioritisation of activities, that explicitly address barriers to participation.”***

This Priority objective is consistent with EU Guidance on the need to mainstream equal opportunities in all aspects of Structural Fund Programmes, rather than to isolate it as a specialist issue of relevance to a minority of partners or project sponsors. Nevertheless, the key group for the Equal Opportunities Priority are those who are disadvantaged in the labour market by multiple barriers. Although it will be important to assist many groups in accessing better quality opportunities, highest priority will be given to those who are outside of the system, or do not even have their first foot on the ladder.

## OPERATIONAL STRATEGY

There are a number of activities that project sponsors will have to be aware of to help meet the Equal Opportunities objective. These include:

- the accessibility of buildings;
- the opening hours of facilities;
- the timing of delivery of training and other services;
- the integration of pro-active policies to promote to target groups; and
- the provision of mentors and after care services.

Within this Priority Objective, there are a number of specific operational objectives which the Programme will seek to address. These operational objectives link directly to the Priority rationale and the Equal Opportunities analysis presented in Chapter 3. Five operational objectives have been agreed and are set out below.

## INDICATORS AND TARGETS

Appropriate indicators and targets, at Cross-Cutting operational objective level, will be presented in the Programme Complement, along with any additional arrangements to ensure effective monitoring of the objectives. Detail will also be provided on any “qualification” criteria or minimum standards required before projects can proceed to full appraisal and the use of selection and appraisal criteria to achieve objectives. The PMC will take a view on appropriate approaches.

The Table below identified the indicators and targets which will be used to monitor progress:

EQUAL OPPORTUNITIES PRIORITY– KEY OUTPUTS FOR THE PROGRAMME	
Indicator	Target
<b>Outputs</b>	
Number of buildings and facilities with enhanced access	40
Number of women receiving training / guidance / support	29,700
Number of women receiving higher level training / guidance / support	500
Number of women helped to start-up in business	1,200
Number of businesses adopting equal opportunities strategies / new flexible work practices	500
Number of beneficiaries supported with childcare costs	10,000
Number of advisory workshops held	14

## IMPLEMENTATION

The objective of the Cross-Cutting Priority’s objective will be realised through five “operational” objectives. The means by which these will be implemented are detailed below.

### Operational Objective 1

The first Operational Objective is: ***to enable equality of access to opportunities for all women, including to all levels of training and sustainable employment.***

Analysis of data from previous Programmes has indicated that while women are often well represented with regard to lower levels of training, higher level training and training for higher paid occupations are dominated by men. To some degree, previous activity has reinforced or failed to address this gender imbalance. A similar situation applies to new business support and entrepreneurial training, again where men dominate. A significant number of employment and training opportunities will be created by the Programme across all five vertical Priorities.

The following **mechanisms** will be available to ensure prioritisation:

- ◆ A pre-approval gender assessment to ensure that barriers to take up of support by women have been taken into account;
- ◆ A higher weighting in the scoring system for projects targeting women disadvantaged in the labour market;
- ◆ A higher grant rate for projects targeting women disadvantaged in the labour market;
- ◆ A higher grant rate for items of expenditure within projects related to meeting the operational objective;
- ◆ Higher levels of “softer” support within projects targeting women who are economically and socially disengaged;

The following **activities** will be prioritised:

- ◆ Support to women to set up in business;

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- ◆ Assistance to enable women to access jobs created by the Programme;
  - ◆ Safe access to buildings and facilities.
  - ◆ Training, guidance, and related support for women;
  - ◆ Higher level training and related support for women;

The following **support** will be made available:

- ◆ Advice and guidance from a lead officer responsible for Equal Opportunities (either within the Secretariat or in a nominated organisation);
- ◆ Advice and guidance in relation to project development and good practice.

## Operational Objective 2

The second Operational Objective is: ***to enable equality of access to opportunities for people with disabilities, including to all levels of training and sustainable employment.***

Analysis of data from previous Programmes has indicated that people with disabilities have not always had equality of opportunity in terms of accessing opportunities. This equality of opportunity should encompass access to buildings and facilities as well as to all levels of training and the sustainable employment opportunities created by the Programme. To some degree, previous activity has reinforced or failed to address this imbalance. A similar situation applies to new business support and entrepreneurial training. A significant number of employment and training opportunities will be created by the Programme across all five vertical Priorities.

The following **mechanisms** will be available to ensure prioritisation:

- ◆ A higher weighting in the scoring system for projects targeting people with disabilities who are disadvantaged in the labour market;
- ◆ A higher grant rate for projects targeting economically excluded people with disabilities;
- ◆ A higher grant rate for items of expenditure within projects related to meeting the operational objective;

The following **activities** will be prioritised:

- ◆ Support to people with disabilities setting up in business;
- ◆ Assistance to enable people with disabilities to access jobs created by the Programme;
- ◆ Physical access for people with disabilities to buildings and facilities;
- ◆ Higher level training and related support for people with disabilities;
- ◆ Training, guidance and related support to people with disabilities.

The following **support** will be made available:

- ◆ Advice and guidance from a lead officer responsible for Equal Opportunities (either within the Secretariat or in a nominated organisation);
- ◆ Advice and guidance in relation to project development and good practice.

## Operational Objective 3

The third Operational Objective is: ***to support activities that increase the adoption of equal opportunities strategies and family friendly policies and / or the awareness of the benefits of Equal Opportunities***

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In terms of scale of activity, the Objective One Programme will assist considerable numbers of training beneficiaries and businesses. There is an opportunity, therefore, to influence how organisations, managers and owners organise and undertake their operations and businesses, with a view to increasing the awareness of the benefits of Equal Opportunities as well as the equality of opportunity both for groups seeking employment, and those already in employment.

The following **mechanisms** will be available to ensure prioritisation:

- ◆ A higher weighting in the scoring system for projects targeting the adoption of equal opportunities strategies and / or the awareness of the benefits of Equal Opportunities
- ◆ A higher grant rate for items of expenditure within projects related to meeting the operational objective; and

The following **activities** will be prioritised:

- ◆ Support to businesses / organisations to develop Equal Opportunity strategies and / or adopting family friendly policies;
- ◆ Support for activity that increases the awareness of the benefits of Equal Opportunities;

The following **support** will be made available:

- ◆ Advice and guidance from a lead officer responsible for Equal Opportunities (either within the Secretariat or in a nominated organisation);
- ◆ Advice and guidance in relation to project development and good practice.

#### **Operational Objective 4**

The fourth Operational Objective is: ***to enable equality of access to opportunities, including all levels of training and sustainable employment, for people who are disadvantaged in the economy, including by virtue of age, ethnicity, rural isolation etc.***

A review of activity in previous Programmes indicated that particular groups (including those by virtue of age, ethnicity, rural isolation etc.) have difficulties accessing economic opportunities, and even when they were successful, were more likely not to achieve positive and sustainable outcomes. For example Priority 3 "People Development" incorporates specific measures to directly enhance the labour market position of disengaged groups. Nevertheless, the Programme as a whole offers a range of opportunities that should be available to all. This objective seeks to recognise that particular groups are affected by disadvantage, and are the most likely not to participate in the benefits generated by the Objective One Programme unless pro-active steps are taken.

The following **mechanisms** will be available to ensure prioritisation:

- ◆ A higher weighting in the scoring system for projects targeting people disadvantaged in the labour market;
- ◆ A higher grant rate for projects targeting people disadvantaged in the labour market;
- ◆ A higher grant rate for items of expenditure within projects related to meeting the operational objective;

The following **activities** will be prioritised:

- ◆ Support for people disadvantaged in the labour market, including the identification of barriers to engagement;
  - ◆ Training, guidance and related support for people disadvantaged in the labour market;
  - ◆ Higher level training and related support for people disadvantaged in the labour market;
  - ◆ Assistance to enable people disadvantaged in the labour market access jobs created by the Programme;
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The following **support** will be made available:

- ◆ Advice and guidance from a lead officer responsible for Equal Opportunities (either within the Secretariat or in a nominated organisation);
- ◆ Advice and guidance in relation to project development and good practice.

### **Operational Objective 5**

The fifth Operational Objective is: ***to increase the diversity of social and economic partners participating in the management and implementation of the Programme.***

Although women make up half the workforce, and are well represented in certain sectors such as health and education, the numbers involved at senior management level is low. This is also the case in both public and private sector decision-making structures, where the majority of participants are often male. The opportunity exists for the Objective One Programme to both set an example and take advantage of the untapped potential of these groups who have a major role to play in delivering a successful Programme.

The following **activities** will be undertaken:

- ◆ Ensuring gender balance on the PMC;
- ◆ Ensuring gender balance on sub-committees of the Programme;
- ◆ The arrangement of meetings at family friendly times, locations and venues;
- ◆ The arrangement of meetings in buildings / facilities which are fully accessible.

## **INFORMATION SOCIETY CROSS CUTTING THEME**

### **BACKGROUND AND RATIONALE**

Relative to other regions, Cornwall has lagged behind in securing a share of the benefits generated by the Information Society. Proportionately fewer people, for example, are employed in Cornwall in sectors directly linked to the Information Society such as computing, whilst the Cornwall has fewer software, telecommunications and IT businesses.

Penetration rates of ICT amongst the wider population have also been lower in Cornwall and the Isles of Scilly – fewer than a third of individuals surveyed in December 1998 had a personal computer, whilst only 1 in 10 used the Internet. Whilst participation in the Information Society is expanding rapidly, Cornwall and the Isles of Scilly remain behind the pace set in other regions. Businesses in Cornwall and the Isles of Scilly have also been slower than average to exploit the advantages afforded by the Information Society.

Nevertheless, the Information Society developments offer a real opportunity for peripheral and rural economies to overcome some of the disadvantages of location and scale of local labour force/markets. It is important, therefore, that Cornwall and the Isles of Scilly develop a strategy to realise this potential.

The approach adopted in this SPD takes account of the EU guidance which states that:

“optimally, ERDF support for the information society should not be implemented through separate measures alongside others. Rather, consideration should be given to incorporating into every measure appropriate information society-related sub-measures. These sub-measures should, in turn, be viewed collectively and structured so as to reflect a region-wide integrated information society strategy.”

(Technical Paper 2 “Information Society and Regional Development” 2 August 1999).

## POLICY CONTEXT

The Table below presents the key policy context that will influence this Priority. Where appropriate, the PMC may incorporate aspects of the objectives and strategies into the relevant guidance and / or into the appraisal system.

POLICY CONTEXT		
EU	UK	Regional
Strategies For Jobs In The Information Society eEurope	DTI: Our Competitive Future: Building The Knowledge Driven Economy	Regional Strategy of the South West of England RDA ICT Task Force Strategy
<b>Note: See Chapter 6 for detailed coverage</b>		

## PRIORITY OBJECTIVE

Using ICT to overcome the physical isolation and bring about long term improvements in business competitiveness and to overcome disadvantage in the labour market is central to the Information Society Priority. Whilst there are a number of factors outside the influence of the Objective One Programme such as the pace and nature of technological change, the policies of national and multi-national companies, and the price and availability of new services, the Programme can make a significant contribution to spreading the benefits of the Information Society across Cornwall and the Isles of Scilly. A wide range of activities will be co-financed by the Objective One Programme, including workspace construction, training and business support.

The **Priority objective**, therefore, is:

***“To ensure that ICT makes a positive contribution to the objectives of the Programme through the promotion and provision of support and the prioritisation of activities that explicitly address the economic opportunities available through the use of ICT.”***

## IMPLEMENTING THE STRATEGY

Although there is no direct financial allocation to the Information Society Priority, the strategy will be implemented through a series of operational objectives which are closely linked to the five vertical Priorities, and their constituent Measures and the Programme management and implementation arrangements.

Each of the five vertical Priorities will involve a range of actions, primarily related to how project sponsors plan, implement and monitor their activities, including:

- ◆ Ensuring that new and refurbished buildings and facilities have suitable ICT infrastructure;
- ◆ The provision of ICT delivered information on all advisory and marketing projects;
- ◆ The opportunity for beneficiaries to take up ICT related training at a time and location that suits their needs; and
- ◆ The participation of project sponsors in networks of information exchange and best practice.

To ensure that the above actions are co-ordinated and integrated within the total SPD it is proposed that a demand-led strategy be developed that identifies future growth for the use of ICT by the business sector. This study, a Regional Information Society Initiative, will establish inhibitors to increased use (eg for reasons of access) as well as identifying flagship projects, and facilities and services that are models of good practice.

## INDICATORS AND TARGETS

Appropriate indicators and targets at the ICT operational objective level will be presented in the Programme Complement, along with any additional arrangements to ensure effective monitoring of the objectives. Detail will also be provided on any “qualification” criteria or minimum standards required before projects can proceed to full appraisal and the use of selection and appraisal criteria to achieve objectives. The PMC will take a view on appropriate approaches.

The Table below identifies the indicators and targets, which will be used to monitor progress.

INFORMATION SOCIETY PRIORITY– KEY OUTPUTS FOR THE PROGRAMME	
Indicator	Target
<b>Outputs</b>	
Number of new Information Society businesses started up	200
Number of companies assisted to develop new ICT systems	300
Number of companies assisted to undertake ICT reviews	600
Number of people provided with ICT-related training	3,500
Number of companies assisted with ICT-related training	1,000
Number of buildings and facilities with upgraded ICT infrastructure	10
Number of advisory workshops held	14

### Operational Objective 1

The first Operational Objective is: **to support the provision of ICT infrastructure and access for businesses;**

The following **mechanisms** will be available to ensure prioritisation:

- ◆ A higher weighting in the scoring system for projects that support the provision of ICT infrastructure and access for business;
- ◆ A higher grant rate for projects that support the provision of ICT infrastructure and access for business;
- ◆ A higher grant rate for items of expenditure within projects related to meeting the operational objective.

The following **activities** will be prioritised:

- ◆ Support for ICT infrastructure and access;
- ◆ Support for IT enabled buildings and facilities;

The following **support** will be made available:

- ◆ Advice and guidance from a lead officer responsible for ICT (either within the Secretariat or in a nominated organisation);
- ◆ Advice and guidance in relation to project development and good practice.

### Operational Objective 2

The second Operational Objective is: ***to support activities that increase the awareness and familiarity with the use of ICT in the economy and business***

Although a growing number of people are familiar with the use of information technology and the services it can provide, there remains a significant part of the population who have little knowledge of

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and no contact with telematics. Another part of the population has some knowledge, but may not be aware of the full potential of the information society developments.

The first step in increasing knowledge is to increase people's familiarity with the technology and services. The second step is to make people aware of the benefits of the service -- i.e. it is the service that is provided, combined with the technology, which demonstrates the importance of ICT and how it is used, rather than the technology per se.

The following **mechanisms** will be available to ensure prioritisation:

- ◆ A higher weighting in the scoring system for projects which promote or increase awareness of ICT to the wider population;
- ◆ A higher grant rate for projects that target, promote or increase awareness of ICT to the wider population;
- ◆ A higher grant rate for items of expenditure within projects related to meeting the operational objective.

The following **activities** will be prioritised:

- ◆ Information Society awareness raising for businesses;
- ◆ Information Society awareness raising initiatives for people disadvantaged in the labour market;

The following **support** will be made available:

- ◆ Advice and guidance from a lead officer responsible for ICT (either within the Secretariat or in a nominated organisation);
- ◆ Advice and guidance in relation to project development and good practice.

### Operational Objective 3

The third Operational Objective is: ***to increase the number of people receiving ICT related skills training; and information, guidance and training delivered through ICT applications.***

The Programme will provide assistance, guidance and training to a substantial number of beneficiaries over its life. This presents a number of opportunities. There is an opportunity to demonstrate the benefits of the information society and, in particular, to identify the potential for businesses and in lifelong learning - i.e. for training to be delivered in a form, and at a time and a place, that suits the business and / or the individual. The second opportunity is to allow those who have been out of the labour market for some time to gain familiarity with the ICT at the basic level. Thirdly, there is a need to ensure that a suitable supply of higher skilled people is available to allow companies to recruit appropriately qualified staff linked to new opportunities and business and sectoral growth.

The following **mechanisms** will be available to ensure prioritisation:

- ◆ A higher weighting in the scoring system for projects that provide ICT related training or deliver training through ICT;
- ◆ A higher grant rate for projects that provide ICT related training or deliver training through ICT;
- ◆ A higher grant rate for items of expenditure within projects related to the provision of ICT related training or deliver training through ICT.

The following **activities** will be prioritised:

- ◆ Projects which use ICT applications rather than traditional delivery methods;
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- ◆ ICT skills training;
  - ◆ Assistance to beneficiaries disadvantaged in the labour market;

The following **support** will be made available:

- ◆ Advice and guidance from a lead officer responsible for ICT (either within the Secretariat or in a nominated organisation);
- ◆ Advice and guidance in relation to project development and good practice.

#### **Operational Objective 4**

The fourth Operational Objective is: ***to increase business application of ICT as a means to increase competitiveness.***

The Information Society has implications for every enterprise in Cornwall and the Isles of Scilly. It represents both a threat and an opportunity. The ability of companies to access new markets through ICT, to promote, sell and purchase goods electronically will open up both new markets and the Cornish market. The companies that anticipate such new opportunities will be the most likely to flourish in the longer run.

The Information Society also presents opportunities for the SME base to establish networks of co-operation on business and technical issues, and to increase their commitment to life long learning through the use of ICT to deliver training at a time and a place suitable to both the employer and the employee. In addition, a number of new sectors have considerable potential to expand as a result of growth in ICT and new applications. These include multi-media and software development companies.

The following **mechanisms** will be available to ensure prioritisation:

- ◆ A higher weighting in the scoring system for projects that provide support for business application of ICT;
- ◆ A higher grant rate for projects that provide support for business application of ICT;
- ◆ A higher grant rate for items of expenditure within projects related business application of ICT;

The following **activities** will be prioritised:

- ◆ Support for new and existing SMEs specialising in ICT;
- ◆ Support for new and existing SMEs using ICT;
- ◆ Training and HRD in ICT and related skills;
- ◆ Provision of new and upgraded research, demonstration and ICT training facilities.

The following **support** will be made available:

- ◆ Advice and guidance from a lead officer responsible for ICT (either within the Secretariat or in a nominated organisation);
- ◆ Advice and guidance in relation to project development and good practice.

#### **Operational Objective 5**

The fifth Operational Objective is: ***to increase the use of electronic and telematic services for the delivery and management of Programme activities.***

As with equal opportunities, there is a need for the Programme itself to act as an exemplar. There is considerable scope to increase the use of ICT and telematics in the delivery of the Programme. This includes the exchange of information electronically, rather than by paper. For example, electronic formats could be developed and exchanged for application forms, monitoring returns, the distribution

of committee papers, interactive communications via websites, and a more active dissemination of best practice information using ICT.

The following **activities** will be undertaken:

- ◆ use of the world-wide web to publicise the progress and achievements of the Programme;
- ◆ awarding greater priority to Information Society-related applications in the project appraisal system;
- ◆ establishment of an Information Society working group;

The following **support** will be made available:

- ◆ Advice and guidance from a lead officer responsible for ICT (either within the Secretariat or in a nominated organisation);
- ◆ Advice and guidance in relation to project development and good practice.

## ENVIRONMENT THEME

### BACKGROUND AND RATIONALE

The environment of Cornwall and the Isles of Scilly are important regional assets, and the extent and quality of the environment have been thoroughly documented in Chapter 4.

Sustainable development is about ensuring a better quality of life for everyone, both now and for future generations – including greater prosperity with less environmental damage, including improving the efficiency in the use of natural resources. The environmental strands of sustainable development necessitate the consideration of global issues such as climate change, and biodiversity conservation as well as more local issues.

The SWOT outlined in Chapter 7 highlighted both the importance of the environment as a strength, and a number of opportunities arising from new developments. The rationale behind this Priority is to ensure that wherever possible Programme activities strengthen the environmental assets while securing economic benefits, and that Programme resources are used to take up the economic opportunities that capitalise on regional environmental strengths – ie the environment is used an economic driver.

### POLICY CONTEXT

The Table below presents the key policy context that will influence this Priority. Where appropriate, the PMC may incorporate aspects of the strategies and objectives into the relevant guidance and / or into the appraisal system.

POLICY CONTEXT		
EU	UK	Regional
Building A Sustainable Europe: Communication on Environment and Employment Sixth Environmental Action Plan EU Strategy for Sustainable Development	A Better Quality of Life: A Strategy for Sustainable Development in the UK	Regional Strategy of the South West of England RDA  An Environmental Prospectus for the South West of England – Linking the Economy and environment
<b>Note: See Chapter 6 for detailed coverage</b>		

### PRIORITY OBJECTIVE

The Environmental Profile outlined the character and quality of the Region's environment, the issues facing the environment, and the key opportunities for the Programme to integrate the environment and the economy together with indicators for tracking the environment of the Region in which the Programme will operate. It highlighted the need for the positive management of change through the

development of appropriate skills (which themselves offer opportunities for business development), prudent use of natural resources, and protection and enhancement of the environment.

The quality of the environment is also a major factor in regional economic development and business competitiveness. The integration of environmental protection and improvement and the prudent use of natural resources into productive investment will help ensure a rational use of economic resources, enhancement of economic performance and competitiveness while maintaining and creating employment. The reduction in the pressures on the environment and resources is part of the competitiveness challenge – businesses need to create more value with less environmental impact – seizing opportunities to innovate and to enhance competitiveness. Moreover, environment related products, processes and services provide an additional opportunity for the Region as they are themselves a potential new source of prosperity and employment.

The environmental strategy for the Programme has three dimensions. These are:

- to ensure that the Programme does not support activities that are detrimental to the environment (preventative), but rather makes better use of resources;
- to support activities that actually improve the environment where this is linked to additional economic benefits such as bringing previously developed land back into productive use (curative);
- to take up new opportunities arising from a greater demand for environmental products, processes and services (opportunistic).

The **Programme objective** for the environment is:

***To ensure that the environment makes a positive contribution to the objectives of the Programme through the promotion and provision of support and the prioritisation of activities that explicitly address environmental issues and opportunities.***

## OPERATIONAL STRATEGY

Although there is no direct financial allocation to the environmental Priority, the strategy will be implemented through a series of operational objectives, which are clearly linked to the vertical Priorities and Measures and to the Programme management and implementation arrangements. This approach clearly promotes and integrates the linkages between the environmental strategy and the actual deployment of Structural Fund resources.

## INDICATORS AND TARGETS

Appropriate indicators and targets at Cross-Cutting operational objective level will be presented in the Programme Complement, along with any additional arrangements to ensure effective monitoring of the objectives. Detail will also be provided on any “qualification” criteria or minimum standards required before projects can proceed to full appraisal and the use of selection and appraisal criteria to achieve objectives. The PMC will take a view on appropriate approaches.

The Table below identified the indicators and targets, which will be used to monitor progress

PRIORITY : ENVIRONMENT – KEY OUTPUTS FOR THE PROGRAMME	
Indicator -- Outputs	Target
Number of redundant buildings refurbished	20
Area of brownfield (previously developed) land serviced	10 hectares
Number of businesses assisted specialising in environmental related activities	100
Number of businesses assisted to undertake environmental reviews	200
Number of people provided with environment related training	1,500
Number of projects enabling the sustainable management of natural and historic environment	10
Number of advisory workshops organised	14

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## Operational Objective 1

The first Operational Objective is: ***to enable the protection and improvement of the environment.***

Enhancing local amenity, improving the quality of the built environment, and protecting and improving the natural and historic environmental assets that people need or value such as wildlife, landscapes and historic sites and buildings make an important contribution to sustainable development. The Programme offers opportunities for activities that strengthen the environmental assets while securing economic benefits.

The following **mechanisms** will be available to ensure prioritisation:

- ◆ A pre-approval environmental appraisal to ensure that environmental considerations have been taken into account;
- ◆ A higher weighting in the scoring system for projects offering additional environmental benefits in terms of protecting and improving the environment;
- ◆ A higher grant rate for items of expenditure related to realising the operational objective.

The following **activities** will be prioritised:

- ◆ The sustainable management of the natural, built and historic environment;

The following **support** will be made available:

- ◆ Advice and guidance from a lead officer responsible for the Environment (either within the Secretariat or in a nominated organisation);
- ◆ Advice and guidance in relation to project development and good practice.

## Operational Objective 2

The second Operational Objective is: ***to promote the prudent use of natural resources.***

The promotion of sustainable regional development depends on an efficient use of natural resources, including energy. This an important part of the competitiveness challenge of creating more value with less environmental impact. This will include reducing the materials intensity of goods and services and improving the efficiency of resource use through such activities as better management of waste, increasing recycling, reducing pollution, ensuring the continued productivity of renewable resources, and bringing back into beneficial use of previously used land and buildings.

The following **mechanisms** will be available to ensure prioritisation:

- ◆ A pre-approval environmental assessment to ensure that environmental considerations have been taken into account;
- ◆ A higher weighting in the scoring system for projects promoting the prudent use of natural resources;
- ◆ A higher grant rate for projects targeting brownfield (previously developed) land and redundant buildings;
- ◆ A higher grant rate for projects involved in the prudent use of natural resources;
- ◆ A higher grant rate for items of expenditure related to realising the operational objective.

The following **activities** will be prioritised:

- ◆ The development of brownfield (previously developed) land;
- ◆ The re-use of redundant buildings;

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- ◆ Construction of environmentally sustainable buildings;
  - ◆ Support for companies undertaking energy, waste and resource audits;

The following **support** will be made available:

- ◆ Advice and guidance from a lead officer responsible for the Environment (either within the Secretariat or in a nominated organisation);
- ◆ Advice and guidance in relation to project development and good practice.

### Operational Objective 3

The third Operational Objective is: ***to take advantage of the business opportunities afforded by growing demands for environmental goods, processes and services.***

Environment-related products, processes, and services provide an important opportunity as a source of prosperity and employment. The market is predicted to increase in size considerably both at a UK and a global level. The implementation of this objective will be managed in such a way as to maximise the positive environmental impact on Cornwall and the Isles of Scilly.

The following **mechanisms** will be available to ensure prioritisation:

- ◆ A pre-approval environmental assessment to ensure that environmental considerations have been taken into account;
- ◆ A higher weighting in the scoring system for projects promoting and supporting the business opportunities arising from the demands for environmental goods, processes and services;
- ◆ A higher grant rate for projects involved in promoting and supporting the business opportunities arising from the demands for environmental goods, processes and services;
- ◆ A higher grant rate for items of expenditure related to realising the operational objective.

The following **activities** will be prioritised:

- ◆ Support for SMEs specialising in environment related products and processes;
- ◆ Support for SMEs specialising in renewable services and technology;
- ◆ Research facilities geared toward assisting companies in environment related products, processes and services;
- ◆ Green tourism initiatives.

The following **support** will be made available:

- ◆ Advice and guidance from a lead officer responsible for the Environment (either within the Secretariat or in a nominated organisation);
- ◆ Advice and guidance in relation to project development and good practice.

### Operational Objective 4

The fourth Operational Objective is: ***to increase the awareness of residents, businesses and visitors of the value and importance of the environment, where this also contributes to the realisation of the Measure objective.***

It is important that access to the environment is not just seen as a physical issue. Access should be enhanced through the provision of information and interpretation in the broadest sense to the widest possible audience, in particular the business community. An improved knowledge and database will

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enable better-informed decision making with respect to the environment, promote positive environmental management and improve the visitor experience.

The following **mechanisms** will be available to ensure prioritisation:

- ◆ A pre-approval environmental assessment to ensure that environmental considerations have been taken into account;
- ◆ A higher weighting in the scoring system for projects increasing awareness;
- ◆ A higher grant rate for projects involved in increasing awareness;
- ◆ A higher grant rate for items of expenditure related to realising the operational objective.

The following **activities** will be prioritised:

- ◆ Environmental awareness activity;
- ◆ Training linked to environment related processes and products;
- ◆ Training in sustainable resource management;
- ◆ Environmental training.

The following **support** will be made available:

- ◆ Advice and guidance from a lead officer responsible for Environment (either within the Secretariat or in a nominated organisation);
- ◆ Advice and guidance in relation to project development and good practice.

## Operational Objective 5

The fifth Operational Objective is: ***to actively promote environmental policies in all aspects of Programme management and implementation.***

As with the Equal Opportunities Cross-Cutting Theme, there is a need for the Programme itself to act as an exemplar. There is considerable scope for the positive demonstration of the integration of environmental issues into the delivery of the Programme, including the dissemination of best practice.

The following **activities** will be undertaken:

- ◆ The production and up-dating of environmental guidance for project sponsors;
- ◆ The organisation on a regular basis of workshops for project sponsors;
- ◆ The inclusion of environmental representatives on the PMC;
- ◆ A nominated lead officer within the Programme Secretariat for environmental matters;
- ◆ The prioritization of environmental activities within the appraisal system;
- ◆ The development and implementation of an environmental appraisal which identifies projects which would be harmful to the environment;
- ◆ The detailed reporting on the Environment Priority in the Annual Report.