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Evaluation of the ERDF-funded Superfast 3 – Inclusive Growth project

Final Summative Assessment Report from PFA Research Ltd

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1 Executive Summary

1.1 Introduction

The Superfast 3 Inclusive Growth (SF3) project is an ERDF project to target 'late adopter' businesses of digital technologies. There are four main areas of focus:

- business support through 12hrs interventions
- business grants of up to £5,000 to assist with digital solutions
- broadband grants to any businesses unable to connect to 30+Mbps superfast
- demand stimulation to encourage late adopter businesses to connect to superfast in already upgraded areas

The original project aims are to:

- cover and connect 276 businesses with superfast broadband
- get a further 400 businesses to take up services in established areas
- provide business support to 356 businesses
- attract £280k of private sector investment
- maximise the CCT impacts

The original contracted outputs for the project are as follows:

Table 1: Contracted Outputs

Indicator		Target
C1	Number of enterprises receiving support	356
P3	Additional businesses with broadband access of at least 30 Mbps	276
P4	Additional businesses taking up broadband with speeds of at least 30 Mbps	400

PFA Research, an independent research company, was appointed to undertake a summative assessment through the collation of data and compilation of the Summative Assessment report.

The objectives of the Summative Assessment are:

- Demonstrate the relevance and consistency, progress, delivery and management, impacts and value for money (including the effectiveness of the programme's design and delivery processes)
- Evaluate progress towards achieving the project's outputs:
- Evaluate progress towards achieving the project's impacts:
- Identify, collate and summarise lessons learned to inform relevant future delivery and best practice for future digital and broadband projects, help to dissemination the findings
- Produce a final report consistent with the Programme Evaluation report summary template

1.2 Brief methodology statement

The research methodology for the final summative assessment comprised:

- Background review and desk analysis
- 6 telephone interviews with the Superfast 3 delivery team
- 5 telephone interviews with stakeholders
- 97 telephone interviews with business beneficiaries
- Analysis of data collected and report writing

1.3 Findings

The key findings from the report have been summarised below.

1.3.1 Business beneficiary survey – engagement and participation

97 business beneficiary interviews were undertaken and participants were asked what they were looking to achieve for their business when they first engaged with SF3. The most common theme emerging related to improving websites or developing website functionality, such as with online sales, which was followed by resolving issues around connectivity and improving internet infrastructure.

1.3.2 Business beneficiary survey - outcomes

The majority of survey respondents agreed that the project had met their expectations, with 46% stating that it had exceeded their expectations and 40% feeling they had been fully met. Most participants (98%) say that SF3 has benefited their business and the three most frequently cited areas were around productivity, time savings or cost efficiencies and increased turnover from domestic sales. 15% say they have taken on new employees and about half (48%) say that the project has helped to safeguard jobs.

In the future, the vast majority of beneficiary businesses expect to continue to realise benefits and improvements to their businesses as a result, primarily from increased turnover/revenue from domestic sales, productivity improvements and time savings or cost efficiencies. A quarter are anticipating an increase in turnover/revenue from export sales and a third expect to take on new employees. In addition, 59% will safeguard jobs.

1.3.3 Business beneficiary survey - employees, turnover and growth

Regarding employment, the proportion of businesses employing more than one person has increased from 40% before support from the SF3 programme to 47% now. If the plans of businesses come to fruition, then in 12 months-time, 61% will employ more than one person. In total, 19% have already increased employment since the SF3 support started, and 44% anticipate an increase over the next 12 months.

Regarding turnover, more than half say that their turnover has increased since before they became involved with the SC3 project. For those who experienced an increase in turnover, about one third have experienced an increase of more than 25% and just three respondents have experienced a decrease. 78% expected their turnover to increase over the coming 12 months (14% to increase substantially). Of these, a quarter expect turnover to increase by more than 25%.

Looking at respondents that have already experienced growth (employment or turnover) in the last 12 months or anticipate growth over the next 12 months, 88% attribute the growth either completely or partly to the support that they had received from SF3. For those that would attribute their growth success in part to Superfast 3, the estimate impact on average (mean) is 21%. The vast majority (91%) stated that their involvement with the SF3 project has had a positive impact on their plans for growth.

1.3.4 Business beneficiary survey – support from SF3

In terms of the delivery of the project, the majority of beneficiary businesses agreed or strongly agreed that Cornwall Council who delivered SF3 was ‘reactive and responsive’, understood the needs of their business, and had explained the way support would be delivered. The majority of businesses say that they would have been unlikely to have achieved the same result in the timeframe without the support of SF3. 88% agree/strongly agree that their business will now be more competitive in the market and 64% agree/strongly agree that they now have greater resilience against external market pressures.

1.3.5 Context and relevance

The Superfast 3 project is contributing to the following policy and strategy areas:

- The EU’s Digital Agenda for Europe
- The Cornwall Digital Inclusion Strategy
- The Cornwall and the Isles of Scilly Industrial Strategy
- The Cornwall Environmental Growth Strategy
- The Cornwall & Isles of Scilly Integrated Territorial Investment Strategy

In order to assess the context and relevance of the project, the delivery team and stakeholders were asked about whether the Superfast 3 project was still relevant and delivers an important service. All of the delivery team and stakeholders were in agreement, particularly as SF3 helped businesses that were not part of the previous Superfast and other EU funded projects. Areas discussed included high business engagement, safety net for businesses coming out of Covid, increasing skills and knowledge and the fact that businesses still need advice and support around digital issues.

In order to fully understand the background to the project and to accurately assess project progress and achievements, it is important to consider whether there have been changes in context during the delivery of the project. Topics brought up and discussed by interviewees included the impacts from Covid including the need to diversify, recruitment issues and digital solutions since Covid, digital investment in business and how Covid has made online working and digital investment imperative, struggling businesses due to the cost of living crisis, the Government’s focus on gigabit coverage in unconnected areas and the BT Openreach Community schemes.

1.3.6 Project delivery and management

The delivery team and stakeholders were asked whether the project was well managed with appropriate governance and management structures in place and the delivery team answered this positively, with areas being discussed including commending the Project Manager, processes used on the project and difficulties with the appraisal team. The stakeholders were positive about the management of the grant process and praised the delivery team but were slightly concerned about staff turnover.

1.3.7 Project progress and achievements

The following table is a spend and output table for the project; showing the targets, performance at the end of the project (as of August 2023) and an overall RAG assessment.

Table 2 – Performance as of August 2023 at end of the project

Indicator	Target	Performance at end of project	% performance at end of project
Total Capital Expenditure	£184,500 ¹	£146,184	79%
Total Revenue Expenditure	£2,511,973 ¹	£2,437,648	97%
C1: Number of enterprises receiving support	256	265	104%
P3: Additional businesses with broadband access of at least 30 Mbps	45	42 ²	93%
P4: Additional businesses taking up broadband with speeds of at least 30 Mbps	230	274	119%

Key	
	Less than 85%
	Between 85% and 95%
	Greater than 95%

As can be seen in the table above, the total revenue expenditure, C1 and P4 outputs have all been given a green status. The revenue expenditure is nearly completely spent (97%) and the C1 and P4 outputs have been exceeded. The P3 output final total came to 42 (93%) and was given an amber status but it must be noted that 7 complex fibre build projects will be delivered after the project period (due to unforeseen circumstances) and the final ERDF total does not include these. Due to the effort to secure solutions, Cornwall Council did not want these projects to be stopped and agreed to cover the costs. For the same reason, the capital expenditure has been given a red status (79% spent), but the costs for the additional works that will be delivered after project end will be covered by Cornwall Council.

Some of the stakeholders did not feel able to comment on specific outputs, but talked about wider achievements and the fact that the project was over-subscribed. Another stakeholder felt that SF3 has *“definitely been a positive impact. Access to funding for business has been useful.”*

¹ By agreement with DLUHC on 27/06/2023 the capex / revenue figures reverted to the original PCR02 figures of 31/01/2023, not those revised 28/02/2023

² 7 complex fibre build projects will be delivered after the project period due to unforeseen circumstances (such as unexpected road closures, blocked ducts etc.). The 42 figure and forecast capex spend accounts for this and does not include the 7. Due to the effort to secure solutions, Cornwall Council did not want these projects to be stopped and agreed to cover the costs.

1.3.8 Outcomes and Impacts

The following table summarises the outcomes and impacts from the logic chain and comments on the progress towards achieving them.

Table 3: Summary of achievements of outcomes and impacts

	Indicator	Comment
Outcomes	Net jobs created (by Mar 2024)	Economic impact assessment – 13.9 jobs created to date and 18.8 by the end of the project
	Jobs safeguarded	Business beneficiary survey - 48% say that the project has helped to safeguard jobs and 59% anticipate that jobs will be safeguarded in the future. Economic impact assessment – 98 jobs safeguarded to date and 131 by the end of the project.
	Net GVA created	Economic impact assessment - £680,000 to date and £910,000 by the end of the project
	Gross GVA safeguarded	Economic impact assessment - £4.76m to date and £6.38 by the end of the project.
Impacts	Increased competitiveness and resilience of businesses provided with access to 30+ Mbps broadband speeds and businesses supported e.g. improved access to external markets	Business beneficiary survey - 88% agree/strongly agree that their business will now be more competitive in the market and 64% agree/strongly agree that they now have greater resilience against external market pressures
	e.g. improved efficiency of business processes	Business beneficiary survey - most participants (98%) say that SF3 has benefited their business including productivity, time savings or cost efficiency benefits
	e.g. development of new products and services	Business beneficiary survey – 58% say that SF3 has benefited their business through the development of new products and services

The net additional GVA (from jobs created) is approximately £680k to date, which is projected to be £910k once all outputs have been achieved. There are around 98 safeguarded jobs, accounting for a net GVA of £4.76m. Given the context of the project and in many cases helping businesses to recover from Covid and tolerate the cost of living crisis, it is not surprising that the net jobs and GVA created are relatively low, whilst the jobs and GVA safeguarded are considerably higher.

Therefore, progress is being made towards the outcomes and impacts, with evidence being provided from the beneficiaries themselves, but it is still too early at this stage in the project to confidently assess whether all the outcomes and impacts have been achieved and at what scale.

The delivery team and stakeholders were asked about progress in achieving the outcomes and impacts of the project. One of the delivery team commented on the timing of the evaluation and the fact that it is being carried out before the project has been completed.

The stakeholders were in agreement that it is difficult to measure impact, particularly when the project has not yet finished.

“It is difficult to measure impacts such as job creation because of the numbers of organisations involved but certainly productivity, efficiency and routes to markets have seen impact.”

1.3.9 Strategic Impact

The delivery team and stakeholders were asked in what ways the project has created Strategic Added Value and some of the areas discussed included: knowledge exchange, collaboration, engagement, flexible working and well-being and inward investment benefits.

When asked about the contribution that the project has made to the Horizontal Principles, respondents discussed the following areas: business support for specific needs, helping businesses with new policies, flexible working, going paperless, less commute times to meetings, digital inclusion and how improved connectivity supports those who may have disabilities or find it physically difficult to go into the office.

The SF3 project has an Environmental Sustainability plan and an Equality and Diversity plan, both with deliverable actions. An assessment was undertaken part way through the project to ensure that actions were being carried out. Out of 38 actions, only 1 was yet to be started (red), 5 are partly done and 32 are either complete or good progress has been made.

27% of business beneficiaries say the project has helped to improve their equality and diversity credentials. 40% say that the support has improved their environmental or sustainability credentials, such as by reducing need for travel or commuting.

The delivery team and stakeholders were asked about the legacy of the project and ideas raised included the importance of helping small companies, transformational change, practical things that businesses have done with their grants, a SF3 LinkedIn group, the role of the project as a critical friend, how the project has allowed businesses to take advantage of the digital revolution of the last 20 years and giving businesses competitive advantage.

1.3.10 Value for Money

The stakeholders were asked whether the Superfast 3 project has provided good value for money to date and most found this difficult to answer, but one stakeholder stated that: *“The programme represents ‘excellent value for money compared to some programmes’.”* Another stakeholder simply stated that the *“project had to happen.”*

Another stakeholder felt that it was early days to assess value for money: *“Impact is long term and so making sure that businesses are engaged with relevant business support as they complete their interaction with SF3 [will be important in providing good value].”*

1.3.11 Lessons Learned

Lessons learned were collected from the delivery team and stakeholder interviews are presented in the report under various themes: partnership, administration and technical.

2 Background and Context

2.1 The Superfast 3 Inclusive Growth Project

The Superfast 3 Inclusive Growth (SF3) project is an ERDF project to support 'late adopter' businesses of digital technologies. There are four main areas of focus:

- business support through 12hrs interventions
- business grants of up to £5,000 to assist with digital solutions
- broadband grants to any businesses unable to connect to 30+Mbps superfast
- demand stimulation to encourage late adopter businesses to connect to superfast in already upgraded areas.

The initial SF3 project, which commenced 01/07/2020, was set up to improve the supply of 30+Mbps superfast broadband; however Cornwall Council was unable to appoint a supplier to upgrade the slow broadband areas. A significant Project Change Request (PCR) to the project was approved on 05/05/2021 to change the emphasis to deliver business support and grants (see further details in Section 0).

The 'inclusive growth' target businesses for SF3 are late adopter businesses in the technology adoption curve, including those in the more deprived areas as defined by IMD (Index of Multiple Deprivation). In addition, an emphasis has been placed on businesses not targeted by other ERDF activities under IP3 (Enhancing the competitiveness of SMEs), where other projects (e.g. BIG Productivity, Acceleration Through Innovation and Digital Transformation Project) are active. Example businesses include tourism, tradespeople and retailers with online potential, where superfast broadband and ICT can be used to recover and rebuild after the COVID-19 pandemic.

2.2 Project Aims and Objectives

The Superfast 3 project fits under the ERDF Priority Axis 2: Enhancing Access to, and use and Quality Of, ICT and contributes to the investment priority 2a: Extending broadband deployment and the roll-out of high-speed networks and supporting the adoption of emerging technologies and networks for the digital economy.

The original project aims are to:

- cover and connect 276 businesses with superfast broadband
- get a further 400 businesses to take up services in established areas
- provide business support to 356 businesses
- attract £280k of private sector investment
- maximise the CCT impacts

The original contracted outputs for the project are as follows:

Table 4: Contracted Outputs

Indicator		Target
C1	Number of enterprises receiving support	356
P3	Additional businesses with broadband access of at least 30 Mbps	276
P4	Additional businesses taking up broadband with speeds of at least 30 Mbps	400

A project change request was submitted in March 2021 to make significant changes to the project (this PCR set the outputs in the above table, as before that the project was only focused on P3 and P4 outputs), as Cornwall Council was unable to appoint a supplier to upgrade the slow broadband areas. The changes made include:

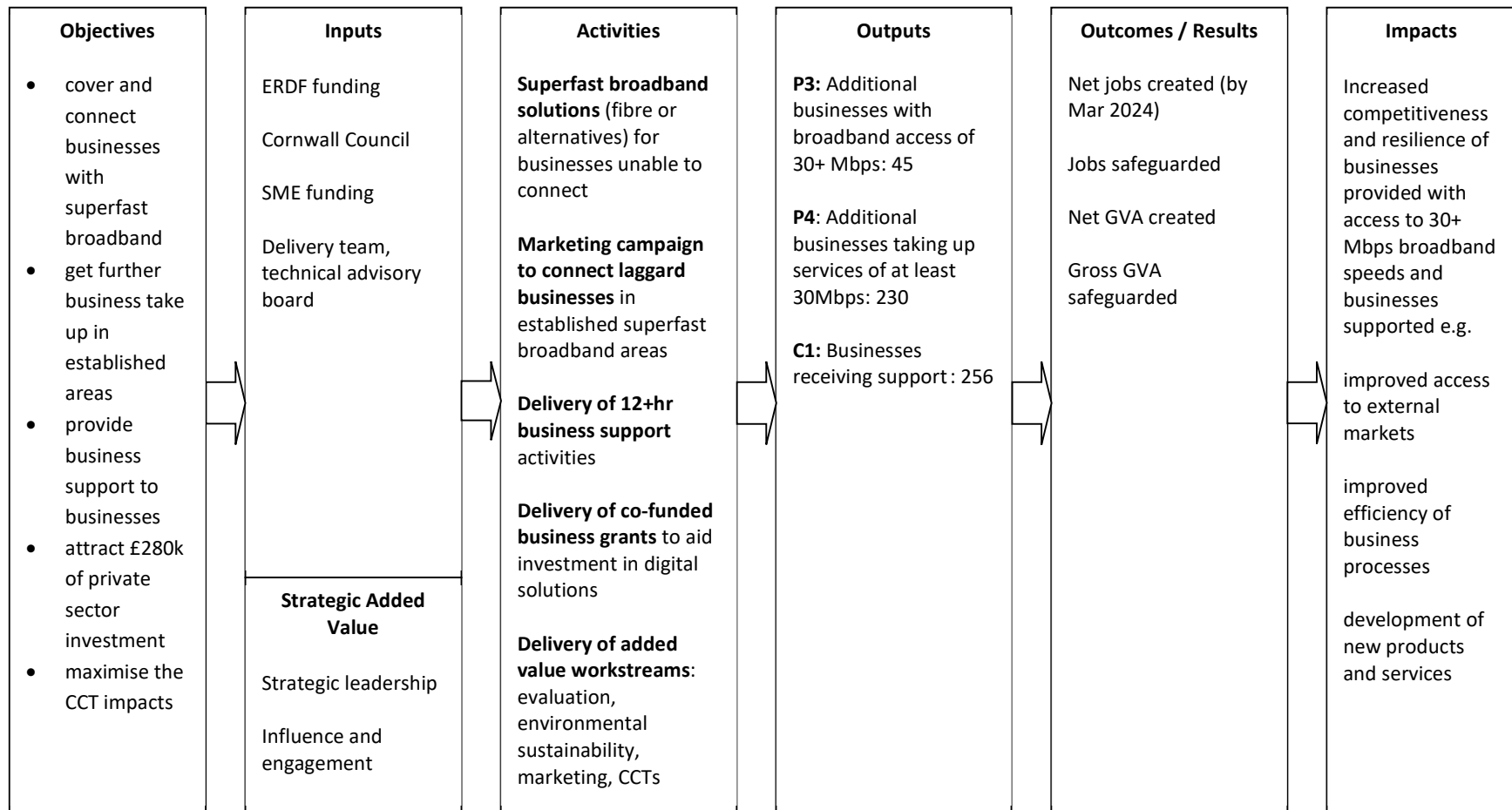
- reducing the overall project size from £5,250,000 to £3,603,515
- getting ERDF eligible SMEs to contribute 20% towards costs of ICT investments for the Investment Priority IP2b
- changing the Activity End Date to 30/06/2023
- changing the Practical and Financial Completion Dates to 31/07/2023
- Changing the P3 and P4 outputs (from 546 to 276 and 55 to 400 respectively)
- Adding in the business support output C1 (target of 356)

A further project change request was submitted in January 2023 in response to the challenges in delivering the P3 outputs, which have been affected by the UK Gigabit Voucher scheme³ and also a two month delay in commencing the project. The PCR made the following changes:

- Reduced the overall project size from £3,603,515 to £2,696,472
- Reduced the outputs: P3 (from 276 to 45), P4 (from 400 to 230) and C1 (from 356 to 256).

The following diagram shows the updated logic chain for use during the summative assessment.

³ The UK Gigabit voucher scheme provides vouchers of up to £3,500 per business, which covers much of the upgrade costs for rural businesses



2.3 Role of the Evaluation

PFA Research, an independent research company, was appointed to undertake a summative assessment through the collation of data and compilation of the Summative Assessment report.

The objectives of the Summative Assessment are:

- Demonstrate the relevance and consistency, progress, delivery and management, impacts and value for money (including the effectiveness of the programme's design and delivery processes)
- Evaluate progress towards achieving the project's outputs:
- Evaluate progress towards achieving the project's impacts:
- Identify, collate and summarise lessons learned to inform relevant future delivery and best practice for future digital and broadband projects, help to dissemination the findings
- Produce a final report consistent with the Programme Evaluation report summary template

2.3.1 Evaluation Methodology

The research methodology was made up of the following elements:

- Background review and desk analysis
- Primary data collection – interviews with the SF3 delivery team, stakeholders and business beneficiaries
- Analysis of data collected and report writing

Review of key documentation

This has included a review of the ERDF project application form, claim forms and progress reports and project change requests.

Primary Research: Delivery Team

We have undertaken 6 telephone interviews with SF3 delivery team members from Cornwall Council. The interviewees were:

- Jon Gerrard
- Jon Teague
- Julian Cowans
- Liam Spear
- Rosie Greaves
- Peter Doyle

No specific quotes have been attributed to interviewees as some participants wanted their feedback to remain anonymous, but were happy to be listed as contributors. The interviews were undertaken in May 2023 and collected qualitative data in these areas:

- Feedback on programme delivery and management

- Progress made and achievements (including progress towards outputs and impacts)
- Strategic Added Value
- Value for money
- Lessons learned

Primary Research: Stakeholders

We have spoken to 5 stakeholders in order to get a picture of the strategic aspects of the programme, as well as feedback on progress, delivery, management and lessons learned. The interviews were undertaken in May 2023 and no specific quotes have been attributed to interviewees as some participants wanted their feedback to remain anonymous, but were happy to be listed as contributors. The stakeholders interviewed were:

- Brent Treloar – The FSE Group
- Cerys Hartt - CloS Growth Hub
- Mike Robertson - Acceleration through Innovation
- Nathan Jeffery - Digital Transformation Project
- Nicola Lloyd - Cornwall Trade & Investment

Primary Research: Business Beneficiaries

211 businesses were provided by the SF3 team as completed projects and available to be approached for interview, representing a total 230 projects (whereby some businesses presented more than one project).

97 beneficiary interviews were conducted by telephone, or 46% of the businesses supported. By type of output, these were:

Output Type	Respondents	Businesses with 1+ Output	Response %
C1	86	191	45%
P3	15	26	58%
All businesses	97	211	46%

The topics covered in the interview included:

- Background and context of the organisation e.g. legal status, number of people employed, turnover and sector
- Organisations' experience of involvement with the project, perceptions and experience of the quality of the broadband connection and business support services provided
- Organisations' challenges and aspirations (to gauge market failures)
- Attribution of the SF3 project to positive (or negative) impacts on the organisation's activities; e.g. increase in turnover/profit, development of new skills, increase in productivity and efficiency, increased number of employees, new products created, consideration of business opportunities beyond Cornwall in order to assess wider outputs and outcomes and to estimate gross jobs created
- ERDF cross-cutting themes of sustainability and equality and diversity.

3 Results from the Business Beneficiary Survey

The results from the beneficiary survey are presented in this chapter.

3.1 Participant Background

Each were asked to briefly describe their business. A diverse range of business sectors were covered, which included production and services, digital and physical; such as:

- Video production services
- Jewellery design and distribution
- Marketing and social media services
- Arts and handmade crafts
- Graphic and website design agency
- Accounting/bookkeeping services
- Hospitality and leisure businesses (hotels, glamping sites, caravan and camping parks)
- Consulting services (business, management, environmental)
- Retail businesses
- Yoga and fitness
- Health and safety training providers
- Freelance services (e.g. designers, musicians, photographers)
- Foods manufacturing
- Farming and agriculture-related businesses
- Education sector services
- Vehicle-related businesses
- Charities

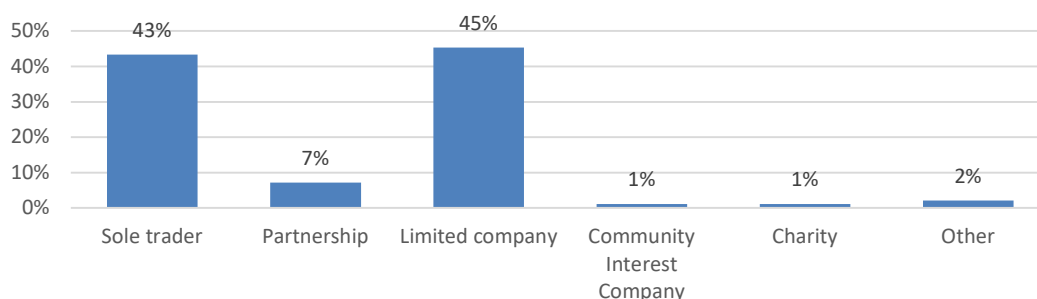
A full description is provided verbatim in the appendix (see Section 7.1).

Half of beneficiaries participating are either sole traders or partnerships (Figure 3-1).

Figure 3-1

Q. What is your business structure?

Base: All respondents; n=97

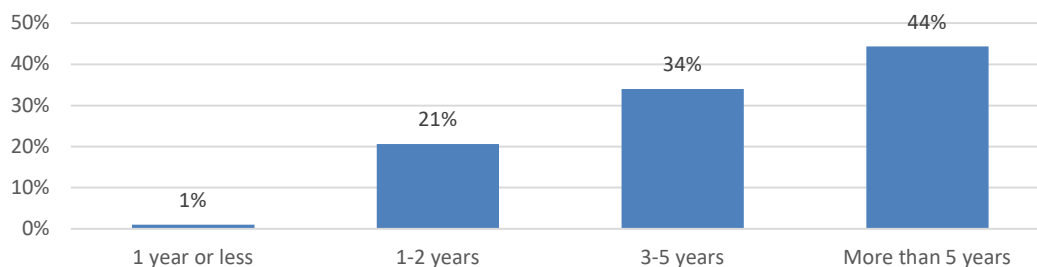


The majority of businesses (78%) have been trading for at least 3 years (Figure 3-2). The Superfast 3 – Inclusive Growth programme was not designed to support start-ups and therefore only 1% of respondents reported trading for less than a year.

Figure 3-2

Q. How long has the business been trading?

Base: All respondents; n=97

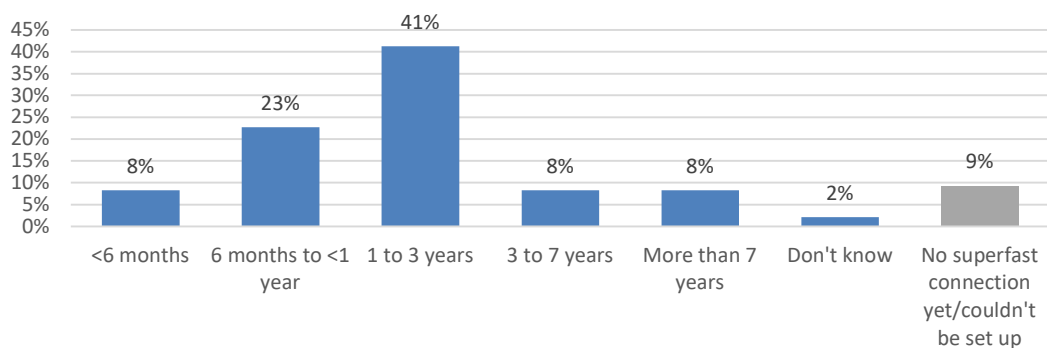


Whilst most participants were superfast-enabled businesses, most had been connected with a 30Mbps+ connection for less than three years. 9% do not have a superfast connection (Figure 3-3).

Figure 3-3

Q. How long have you been connected to superfast broadband? (By "superfast", we mean a connection that supports a download speed of at least 30Mbps.)

Base: All respondents; n=97

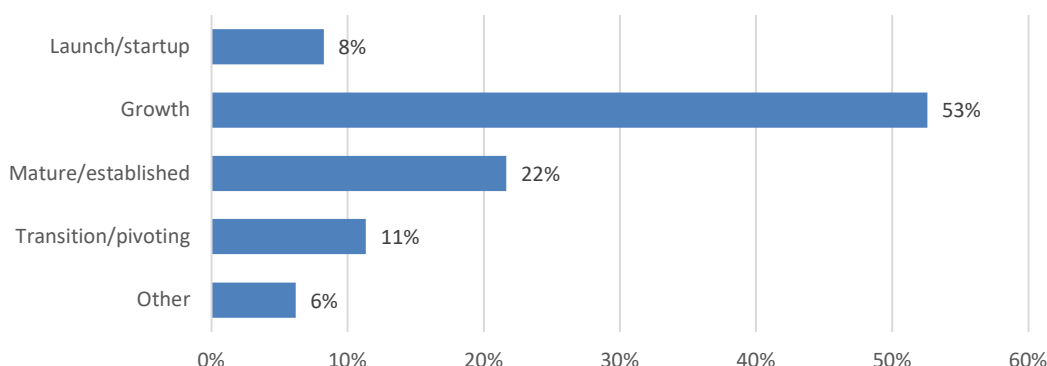


Over half of respondents (53%) described their businesses as being in a growth stage and 22% are in a state of 'maturity' (Figure 3-4). Whilst the Superfast 3 – Inclusive Growth programme did not support start-ups, a small proportion of beneficiaries are in early stages and categorised their business as 'launch/start-up' and another 11% are in a state of transition or pivoting.

Figure 3-4

Q. Where is your business in the business lifecycle?

Base: All respondents; n=97

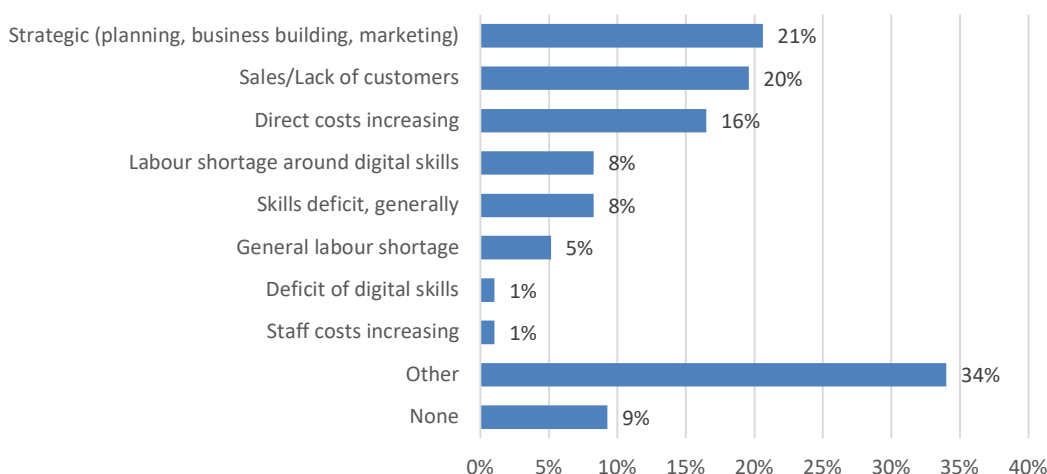


In terms of the biggest challenges facing the businesses right now, respondents described a wide range of personal and specific circumstances (Figure 3-5). Indeed, the majority responding provided nuanced answers into the 'other' category that only during analysis were many re-classified into one of the general categories. After which, the most commonly occurring type of challenge had a strategic or business planning theme (21%), followed by a need to generate sales and business opportunities (20%). 16% made direct reference to costs within businesses increasing. Among those still categorised under other, comments were wide and varied, though often mentioning uncertainty in markets, macro issues and financing. A full list of all 'other' comments are presented in the appendix (Section 7.1).

Figure 3-5

Q. Looking forward what are the greatest challenges facing your business right now?

Base: All respondents; n=97



3.2 Engagement and Participation

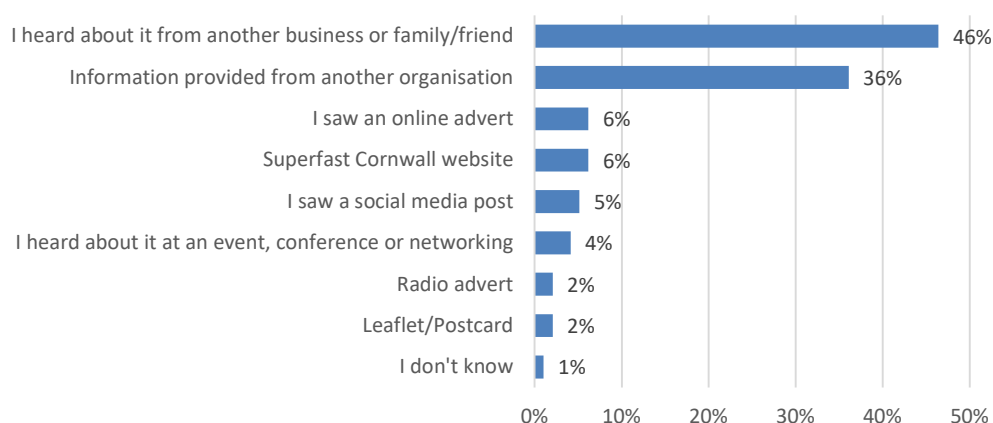
Participants heard about the Superfast 3 – Inclusive Growth project from a variety of sources (Figure 3-6). The two types most frequently cited were referral from another business or personal connection (46%) or a signposting from another organisation. Those organisations

most commonly and specifically cited included Unlocking Potential and the Growth Hub, and others included Wildanet, BT and Access to Finance.

Figure 3-6

Q. How did you hear about the Superfast 3 – Inclusive Growth business support project?

Base: All respondents; n=97



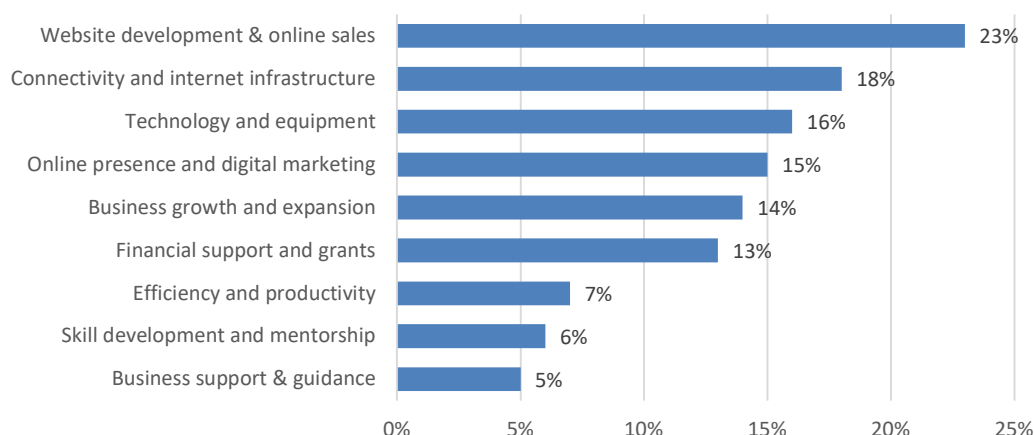
Participants were asked what they were looking to achieve for their business when they first engaged with the Superfast 3 – Inclusive Growth project (Figure 3-7). The most common theme emerging related to improving websites or developing website functionality, such as with online sales (23%), which was followed by resolving issues around connectivity and improving internet infrastructure (18%). A full list of respondents' ambitions for what they were looking to achieve are listed verbatim within the appendix – Section 7.1.

Figure 3-7

Q. Briefly and in your own words, what were you looking to achieve for you or your business when you first engaged with the Superfast 3 – Inclusive Growth project?

Categorised

Base: All respondents; n=97

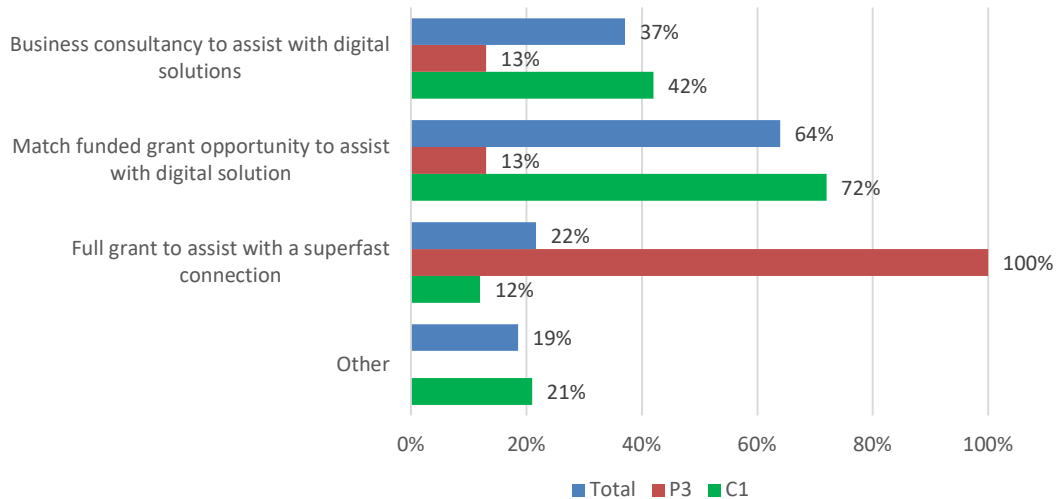


When asked, 64% of beneficiaries said they received a match-funded grant opportunity to assist with a digital solution and 37% received business consultancy. 22% received grant funding to assist with a superfast connection. Of the 19% overall saying 'other', in most cases the response was '80% grant' or was cited as a grant in combination with 12 hours support (see Figure 3-8).

Figure 3-8

Q. Which of the following did you use/participate in as part of Superfast 3 – Inclusive Growth programme?

Base: All respondents; n=97 (C1 n=86; P3 n=15)



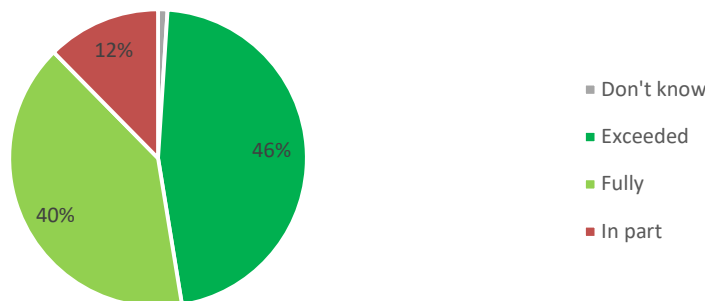
3.3 Outcomes

The majority of survey respondents agreed that the project had met their expectations, with 46% stating that it had exceeded their expectations and 40% feeling they had been fully met (see Figure 3-9).

Figure 3-9

Q. Generally speaking, has the Superfast 3 project met your expectations?

Base: All respondents; n=97



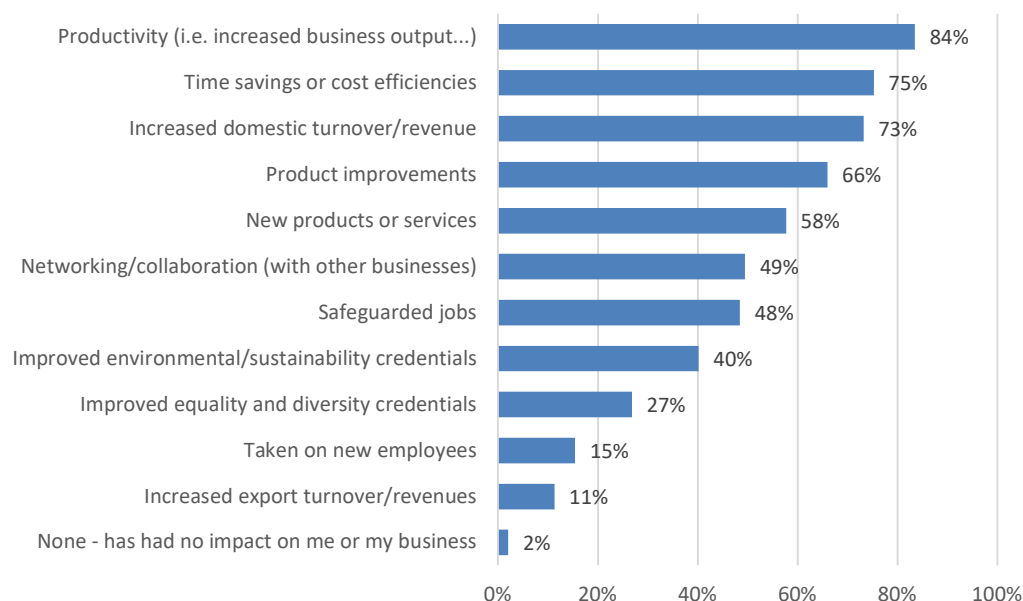
The vast majority of participants (98%) say that the Superfast 3 – Inclusive Growth project has benefited their business, and often in a multitude of ways (Figure 3-10). The three most frequently cited areas were around productivity (outputs have improved for similar levels of input), cited by 84%, time savings or cost efficiencies (75%), and increased their turnover from domestic sales (73%). The least frequently cited were increased turnover from export sales - though 11% cite this as a benefit they have realised and which may be considered a reasonably significant finding. 15% say they have taken on new employees and 27% say the project has helped to improve their equality and diversity credentials (for example, by giving

access to a wider employee base) – a contributor to the one of the cross-cutting themes. 40% say that the support has improved their environmental or sustainability credentials, such as by reducing need for travel or commuting. About half (48%) say that the project has helped to safeguard jobs.

Figure 3-10

Q. Have you experienced benefits or improvements in relation to any of the following areas as a result of the support through the Superfast 3 – Inclusive Growth project?

Base: All respondents; n=97



When asked if there were any other ways they have experienced benefits or improvements as a result of the support provided, over half provided a supporting comment, commonly a more detailed and personal explanation of how the business benefited. A full list of the responses are provided in verbatim format in the Appendix at Section 7.1). In summary, themes of responses were:

1. **Business growth and improvement** – such as how the support helped enhance the business, increase visibility, improve quality, and streamline operations.
2. **Online presence and digital marketing** – such as the benefits of having a website, utilising social media, and implementing more effective marketing strategies such as increasing the number of sales leads, achieving better brand image, and reaching a wider audience with improved visibility online.
3. **Cost savings and efficiency** – such as through cost reduction, improving productivity, more efficient ordering and invoicing processes, and time saved from not having to travel.
4. **Personal development and well-being** – including a positive impact on mental health and improved confidence.
5. **Collaboration and networking** – such as opportunities gained to meet and collaborate with other businesses and individuals, where the programs facilitated face-to-face meetings and networking.

6. **Technology and equipment** – including the acquisition of IT equipment, software, and cameras, which has improved operations such as leading to better website management and use of more advanced technology.
7. **Customer satisfaction and retention** – such as retaining customers and receiving more positive reviews.
8. **Professionalism and brand image** – with the importance of a professional website, brand awareness, image, and enhanced image and business reputation.
9. **Funding and grants** – reflecting the financial support received, which enabled the types of activity highlighted above.

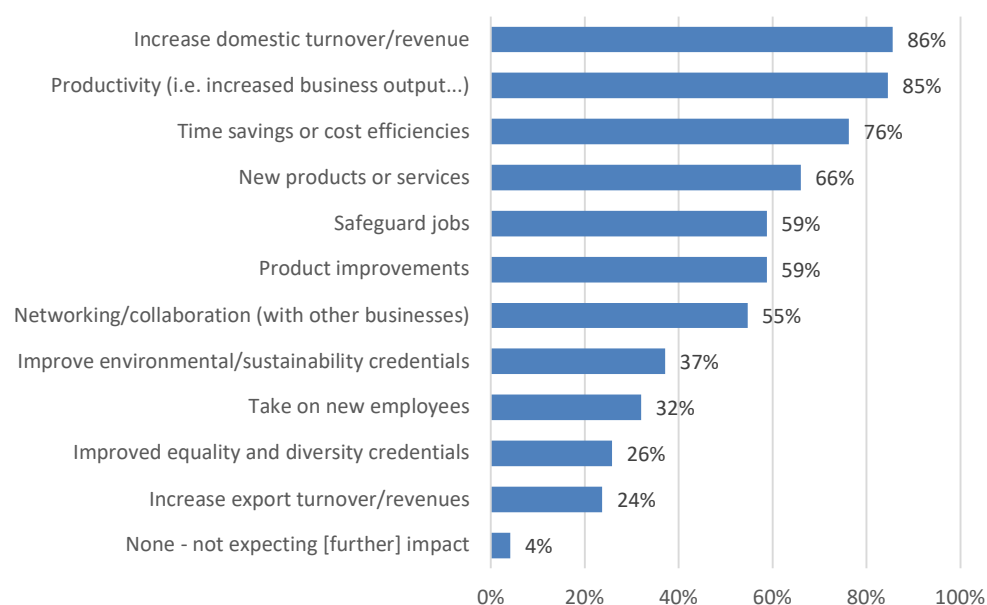
Further, looking ahead, the vast majority of beneficiary businesses participating in the survey expect to continue to realise benefits and improvements to their businesses as a result, primarily from increased turnover/revenue from domestic sales (86%), productivity improvements (85%) and time savings or cost efficiencies (76%) (Figure 3-11). Only 4% could not envisage any further benefits in the future.

A quarter (24%) are anticipating an increase in turnover/revenue from export sales and a third (32%) expect to take on new employees. 59% will safeguard jobs.

Figure 3-11

Q. Over the next 12 months, do you expect to experience benefits or improvements in relation to any of the following areas as a result of the support you have received through the Superfast 3 – Inclusive Growth project?

Base: All respondents; n=97



30 respondents expanded upon their expected future benefits with further comments, presented verbatim in the Appendix, Section 7.1.

3.4 Employees, turnover and growth

53% currently employ zero or only one person (typically the business owner or person receiving support) (Figure 3-12). The proportion of businesses employing more than one person has increased from 40% before support from the Superfast 3 programme to 47% now. If the plans of businesses come to fruition, then in 12 months-time 61% will employ more than one person. In total, 19% have already increased employment since the Superfast 3 support started, and 44% anticipate an increase over the next 12 months (and 3% predict a decrease) (Figure 3-13).

The average (mean) number of employees before Superfast 3 support, now and predicted for 12 months are 3.4, 3.8 and 4.5 respectively.

Figure 3-12

Q. How many people did the business employ before the Superfast 3 support?

Q. How many people does the business employ now?

Q. How many people do you expect to employ in 12 months-time?

Base: All respondents; n=97

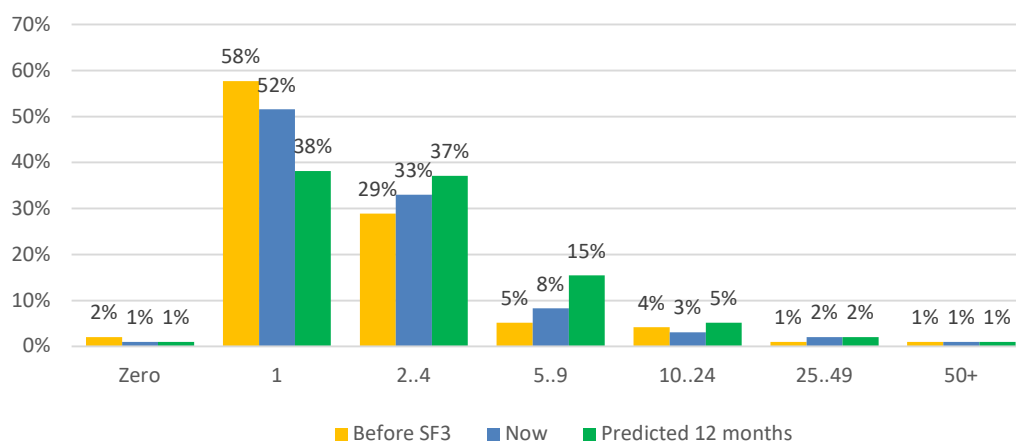
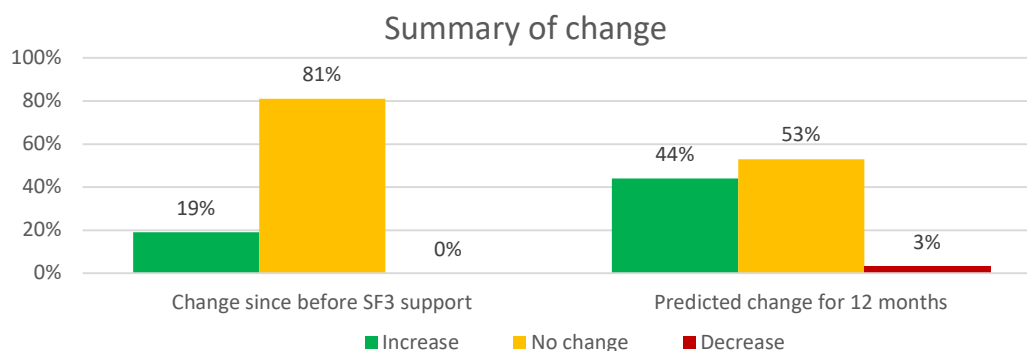


Figure 3-13



Of the 44%, or 43 respondents, expecting growth in number of employees, 72% (or 31 respondents) say they are experiencing challenges around growing the team, which for almost all relates to either affordability (increasing sales, cash flow or accessing funding) or

skills and labour (finding people with skills, recruiting the right fit into the team). The verbatim responses are provided in the chapter appendix, at Section 7.1.

40% of respondents stated that their business has a turnover of £50,000 or less at the point of the survey, with 4% turning over at least £1 million (Figure 3-14). More than half (57%) say that their turnover has increased since before they became involved with the Superfast 3 – Inclusive Growth project (Figure 3-15).

Figure 3-14

Q. Can you give me an indication of the annual turnover of the business (into one of the following bands)?

Base: All respondents; n=97

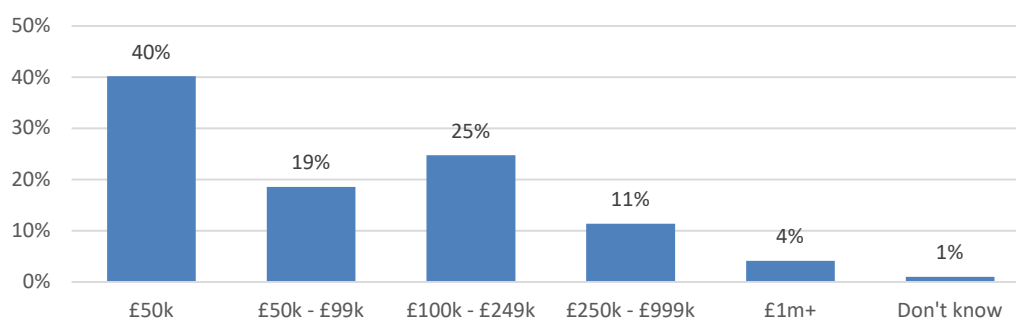
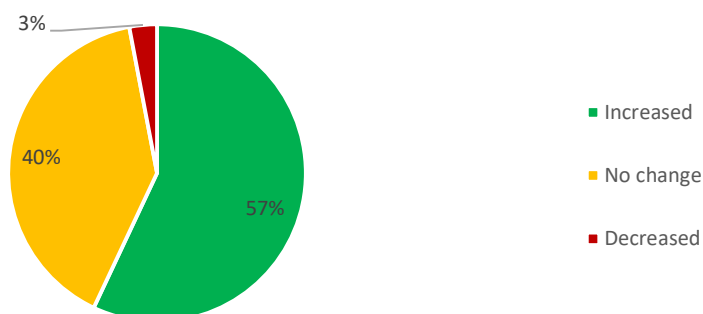


Figure 3-15

Q. Has this changed since before you became involved in the Superfast 3 - Inclusive Growth project?

Base: All respondents; n=97

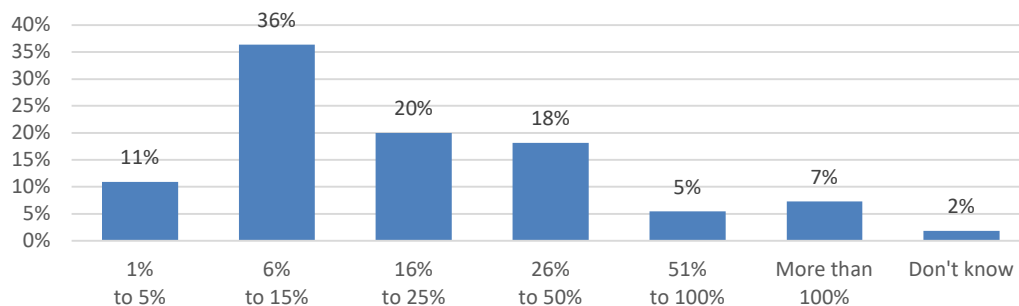


For those who experienced an increase in turnover, about one third (31%) have experienced an increase of more than 25% (Figure 3-16). Just three respondents have experienced a decrease.

Figure 3-16

Q. Can you estimate how much (as a percentage) your turnover has increased?

Base: Those with increased turnover (n=55)



78% expected their turnover to increase over the coming 12 months (14% to increase substantially) (Figure 3-17). Of these, a quarter (24%) expect turnover to increase by more than 25% (Figure 3-18).

Figure 3-17

Q. Do you expect your business turnover to change over the next 12 months?

Base: All respondents; n=97

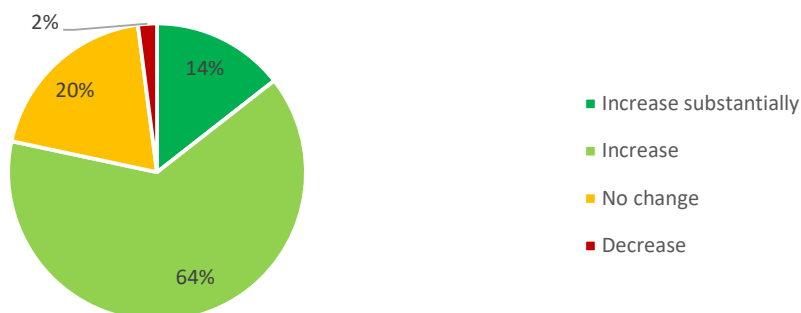
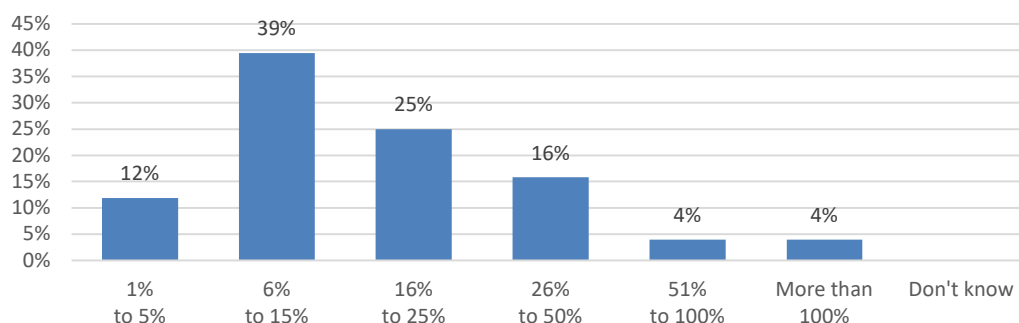


Figure 3-18

Q. What sort of percentage change in turnover are you expecting over the next 12 months?

Base: Those anticipating turnover increasing (n=76)



Looking at respondents that have already experienced growth (employment or turnover) in the last 12 months or anticipate growth over the next 12 months (62% of all beneficiaries interviewed), 88% attribute the growth either completely (18%) or partly (70%) to the

support that they had received from the Superfast 3 – Inclusive Growth project (Figure 3-19). For those that would attribute their growth success in part to Superfast 3, the estimate impact on average (mean) is 21% (Figure 3-20).

Figure 3-19

Q. Would you attribute any of the growth you have already experienced or that you predict to happen, directly to support/advice you have received from the Superfast 3 – Inclusive Growth project, if partly, please estimate %?

Base: Those experiencing growth; n=60

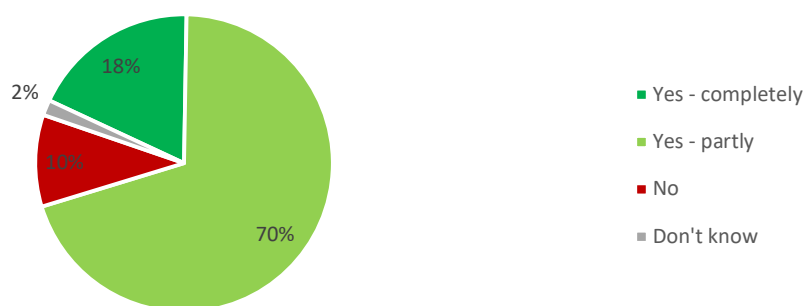
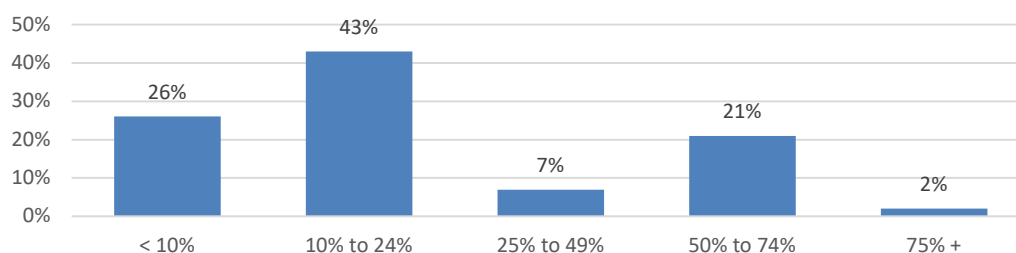


Figure 3-20

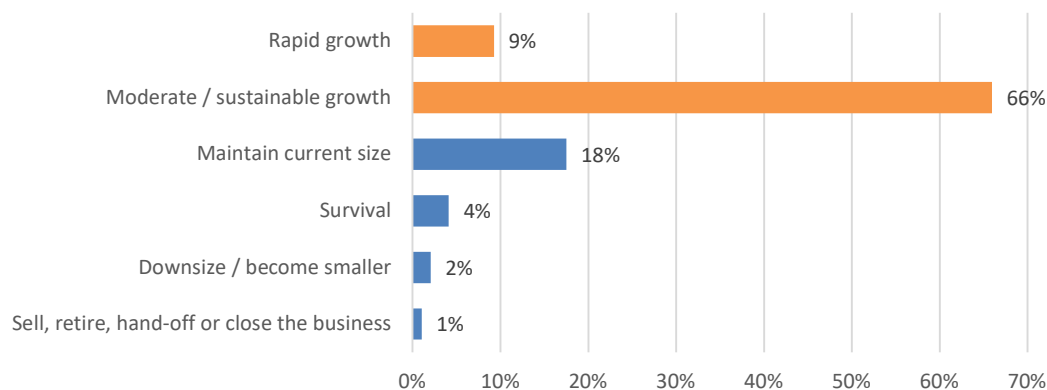


When asked about business objectives the next 3 years, three quarters (75%) of all respondents are planning for moderate/sustainable growth (66%) or rapid growth (9%). 18% expect to maintain the current size (see Figure 3-21).

Figure 3-21

Q. Which of the following best describes your objective for the business over the next three years?

Base: All respondents; n=97

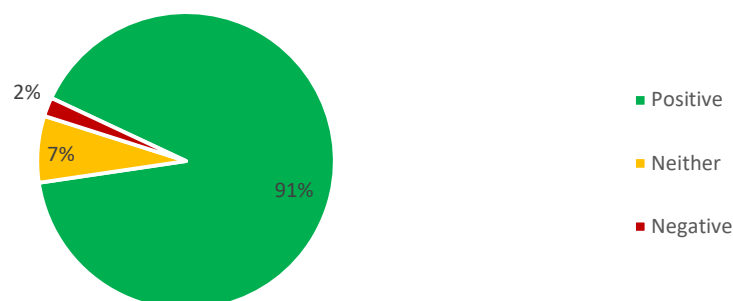


The vast majority (91%) stated that their involvement with the Superfast 3 – Inclusive Growth project has had a positive impact on their plans for growth (see Figure 3-22).

Figure 3-22

Q. To what extent would you say your involvement in the Superfast 3 – Inclusive Growth project has affected or impacted your business objectives or plans for growth?

Base: All respondents; n=97



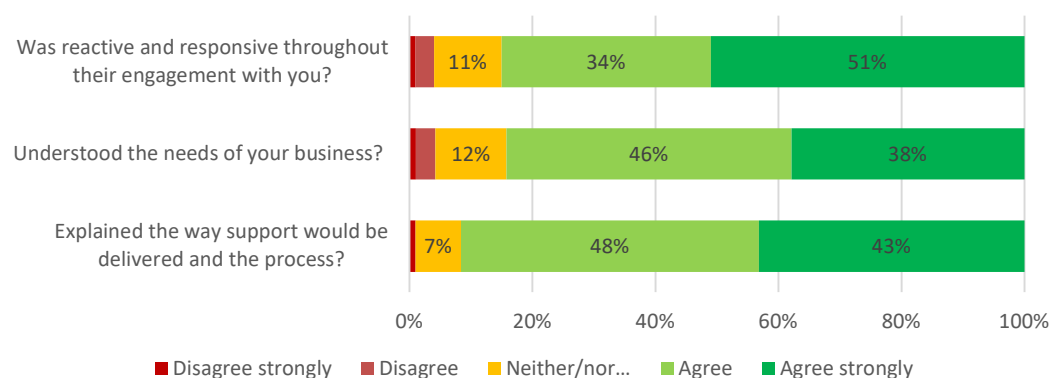
3.5 Support from the Superfast 3 Project

In terms of the delivery of the project, the majority of beneficiary businesses agreed or strongly agreed that Cornwall Council who delivered the Superfast 3 – Inclusive Growth was ‘reactive and responsive’, understood the needs of their business, and had explained the way support would be delivered (Figure 3-23).

Figure 3-23

Q. To what extent would you agree or disagree that Cornwall Council who delivered the Superfast 3 – Inclusive Growth project...?

Base: All respondents; n=97



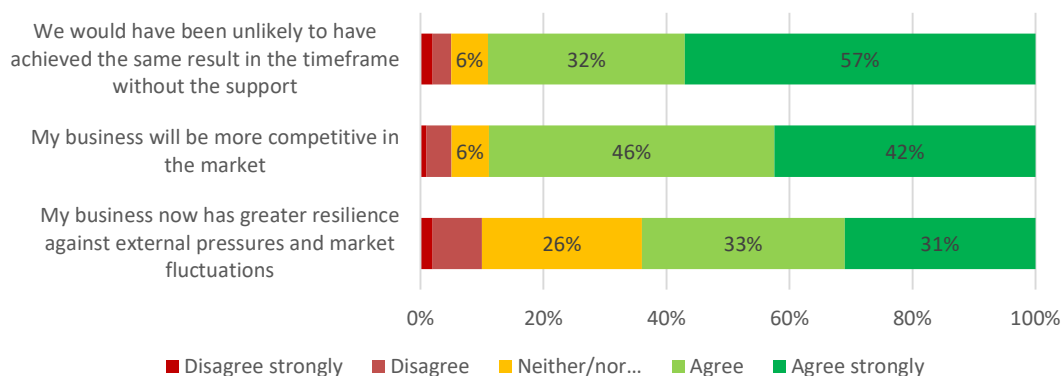
The majority of businesses say that they would have been unlikely to have achieved the same result in the timeframe without the support of the Superfast 3 – Inclusive Growth project (89% agree or strongly agree) (Figure 3-24). 88% agree/strongly agree that their business will now be more competitive in the market and 64% agree/strongly agree that they now have greater resilience against external market pressures.

Respondents were also asked whether there were other ways that support was provided that was particularly beneficial or had a positive impact on them. About half provided a positive answer, often reaffirming previous findings and some took the opportunity to highlight the value of the personal and expert advice received. Responses are provided for information in the appendix, Section 7.1.

Figure 3-24

Q. To what extent would you agree or disagree with the following about the Superfast 3 support?

Base: All respondents; n=97

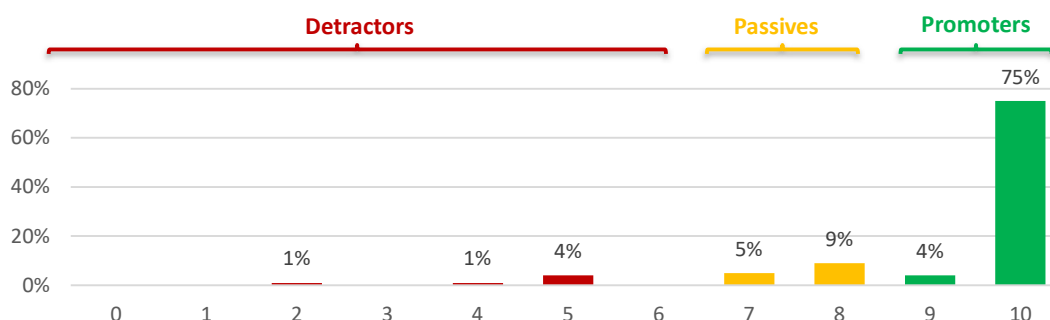


The majority (79%) of respondents are ‘promoters’ stating that they were highly likely to recommend the Superfast 3 – Inclusive Growth project support to other businesses (scoring 9 or 10 out of 10) (Figure 3-25). Just 6% may be classed as ‘detractors’, scoring 0 to 6. On the Net Promoter scale, this would give the project a Net Promoter Score (MPS)[®] of 73.

Figure 3-25

Q. Overall, on a scale of 0 to 10, how likely would you be to recommend the Superfast 3 – Inclusive Growth project support to other businesses (where 0=not at all and 10=definitely recommend)?

Base: All respondents; n=97



Those respondents scoring less than ‘full marks’ (10) were asked what would have helped them to score higher. The most common theme emerging related to the application and claim processes, with the amount of ‘paperwork’ and ‘hoops to jump through’.

4 Summative Assessment Findings

The final summative assessment findings incorporate the background document review, feedback from the delivery team, stakeholders and business beneficiaries. The findings are set out to cover the key areas required by ERDF when undertaking a summative assessment.

4.1 Context and relevance

As stated in the Superfast 3 Project Change Request document (March 2021), the focus of the project changed from broadband access and take-up to business support (due to the failure of the procurement process to appoint a supplier for broadband infrastructure works⁴).

Inclusive growth is a key focus for the project, and therefore the target businesses for business support/grants were the business laggards in the technology adoption curve, especially those in the more deprived areas as defined by the Index of Multiple Deprivation. In addition, the focus was on businesses not targeted by other ERDF activities under IP3 (Enhancing the competitiveness of SMEs), where projects such as BIG Productivity, Acceleration Through Innovation and Digital Transformation Project are targeting more ambitious investments and change.

The SF3 team worked with the CloS Growth Hub to identify a need for ICT support for typical Cornish SMEs. These businesses could use opportunities of superfast broadband and ICT to recover and rebuild after the COVID-19 pandemic and targeting them would fit well with the 'Inclusive Growth' aims of SF3. Example businesses included tourism, tradespeople and retailers with online potential.

The **market failures** that are being responded to through the SF3 business support include imperfect information relating to the interaction between businesses themselves and the suppliers of business support, which has been exacerbated by the Covid 19 pandemic. For example, SMEs may be unaware of the information and advice that is available to them or are unsure how to access the relevant information and advice. They may also be uncertain about or confused by the range of information and advice available. They may also have concerns about the cost of obtaining expert advice, whether it provides good value for money, and concerns about the time that would be needed to fully benefit from the advice⁵.

SF3 also builds on previous investments in superfast broadband in Cornwall and the Isles of Scilly and utilises robust methodologies for evaluating the impacts of superfast broadband on the local economy and makes use of the experience and lessons learnt during the delivery of the three other Superfast Cornwall programmes since 2010 (even though SF3 is more focused on business support).

Having reviewed the original project ERDF application form and more recently analysed published policy documents, it is felt that the Superfast 3 project is **contributing to the following policy and strategy areas**:

⁴ During the procurement process, a single bid was received. The bidder failed to meet the Council's financial standing tests and the bid submission did not meet the tender specification in other ways. As such, Cornwall Council has been unable to appoint a supplier to deliver the coverage required.

⁵https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/32250/11-1288-research-barriers-to-use-of-business-support.pdf

- The **EU's Digital Agenda for Europe (2020-2030)**⁶, contributing to targets such as: creating a level playing field in digital markets with large platforms
- The **Cornwall Digital Inclusion Strategy**⁷ (2019-2023) - the community outreach elements of SF3 help towards Priority 2 (reduce the 20% of people who have never been online) and the overall project supports Priority 3 (transport continues to be a key barrier to well-being in terms of accessing employment and social activities)
- The **Cornwall and the Isles of Scilly Industrial Strategy**⁸ - by supporting businesses with digital solutions
- The **Cornwall Environmental Growth Strategy**⁹ (2015-2065) contributing to the delivery of 'Target Outcomes 8b & c - Reduction in Cornwall's carbon emissions' by facilitating the ability for people to efficiently and effectively to work remotely without the current reliance on travel
- The **Cornwall & Isles of Scilly Integrated Territorial Investment Strategy**¹⁰, delivering against the 'Conditions for Growth' strand to invest in digital infrastructure and digital skills for growth.

Do you think that the Superfast 3 project is still relevant and delivers an important service?

In order to assess the context and relevance of the project, the delivery team and stakeholders were asked about whether the SFC 3 project was still relevant and delivers an important service. All of the delivery team were in agreement that it is still relevant and important, particularly as it helped businesses that were not part of the previous Superfast projects.

One person felt that the evidence for showing that the project is still relevant is that **lots of businesses have engaged**: *"There has been an impact with intervention for most of them and we have just scratched the surface of businesses who have never had funding before. We uncovered lots of small businesses that were limping along and that had not tapped into other services."*

Another delivery team member talked about how the project has provided a **safety net for businesses coming out of Covid**: *"The project was keen to do something which was less targeted and less 'high end'. It is quite easy for a typical Cornish business to slip through the net. Coming at the time of Covid it was an easy sell to say that we could work with them."*

In addition, another person talked about how the project **helps to increase skills and knowledge**: *"Digital is here to stay. It will change and businesses will also need to change with it. This is a 'scary' prospect for businesses which requires a constant update in skills and grants to support such a process. This project increases the knowledge and skills of a business or the ability for them to do it for themselves."*

⁶ https://www.europarl.europa.eu/erpl-app-public/factsheets/pdf/en/FTU_2.4.3.pdf

⁷ <https://www.cornwall.gov.uk/media/jozargcq/digital-inclusion-strategy.pdf>

⁸ <https://cioslep.com/wp-content/uploads/2021/03/LEP-industrial-strategy-30.09.22.pdf>

⁹ <https://letstalk.cornwall.gov.uk/8461/widgets/24283/documents/13455>

¹⁰ <https://www.cornwallislesofscillygrowthprogramme.org.uk/wp-content/uploads/2019/12/Integrated-Territorial-Investment-ITI-Strategy.pdf>

All of the stakeholders were also in agreement that the SFC 3 project was still relevant and delivers an important service. Several interviewees mentioned that **businesses still need advice and support around digital issues**, e.g. *"Lots of businesses are still 'clueless' on the digital side – good at their operation but not at things such as setting up a website or digital marketing. SF3 has allowed businesses to digitally innovate."* And: *"Advice and support to SMEs on their digital profile and online sales development is important for a peninsula economy. A lack of sales digital ability and marketing is the 'number 1 business killer', so it's vital for them to get good at it. The focus of the advisors is great and there has been positive feedback from clients."*

Another stakeholder talked about **upskilling**: *"There is a huge digitisation industry in Cornwall and SF3 makes it a viable place to be in business. SF3 has enabled upskilling which has been 'incredibly important'."*

Has anything changed in terms of the background and context during the delivery of the project?

In order to fully understand the background to the project and to accurately assess project progress and achievements, it is important to consider whether there have been changes in context during the delivery of the project. The delivery team and stakeholders were asked for their thoughts on this. A few members of the delivery team discussed the **impacts from Covid**, e.g. *"A large number of businesses, particularly from the service sector were affected by Covid and we had to take into consideration the fact that businesses may not have had an income because of Covid for a 6-9 month period. So, we had to develop things such as an understanding of likely cash flow in dormant businesses."*

A different team member talked about the **need to diversify since Covid**: *"Businesses have been through Covid and are looking to diversify but don't know how to do it. The cost of living crisis has made people focus on 'passive income', which can be about knowledge or goods, such as subscriptions. There were lots of queries about online courses and website training applying to around 30 to 40% of businesses."*

Another person gave an example of a business struggling due to the **cost of living crisis**: *"One of the applicants has a bar and their energy bill shot up by £9000 a month but apart from a grant that provided some sort of mitigation there was not a lot that we could do. The 80% intervention rate was a cushion against the cost-of-living increases."*

Another key area of change was in **connection with British Telecom (BT)**: *"The initial project failed to appoint a supplier for broadband upgrades because Building Digital UK (BDUK, a Government Agency) has contract templates to follow to appoint a supplier. They were given delegated authority for state aid and it became a bureaucratic process, which BT got fed up with across the UK. Also, strategically BT needed to focus on full fibre in the cities to ward off competition."*

The same delivery team member went on to discuss the **Government's focus on gigabit coverage in unconnected areas and the BT Openreach Community schemes**: *"Originally, P3 outputs (additional businesses with broadband access of at least 30 Mbps) needed to be kept in the project, following the change due to a supplier not being appointed. So the P3 output ended up with a high target of 276. It became apparent that we couldn't do it because Government was focusing on gigabit coverage for unconnected areas. We did a lot of work facilitating BT Openreach (BTO) community schemes but we could not use ERDF funding. BTO*

did 90% of homes plus 10% businesses but ERDF had to be focused on businesses only. BTO couldn't differentiate different premises business costs so we lost the opportunity to deliver around half of all P3 outputs."

The stakeholders felt that there were a few different issues that have impacted on the background and context of the project, especially following the Covid pandemic.

One stakeholder talked about the **recruitment issues and digital solutions since Covid**: *"Covid has had a bigger impact than Brexit because of the need for staff to social distance from each other and the public. The longer term impact has been more challenging recruitment issues, with in some cases digital solutions to replace the need for a person doing a job but on the other hand, digital flexibility has aided recruitment depending on the sector. SF3 has also supported devices such as online advertising, click and collect and card payment: these 'small scale' solutions have accelerated. Many businesses don't understand what is digitally possible and the post pandemic landscape has forced businesses to go digital, so it's not just about a productivity increase."*

Another stakeholder agreed and talked about **digital investment**: *"Covid has made digital investment even more important and accelerated the digital marketplace. It has changed the way that people have worked, and this will grow, negating the need for expensive large offices depending on the type of business. The project has helped to support a mobile and hybrid workforce."*

Another person stressed how **Covid has made online working and digital investment imperative**: *"Covid has been a nightmare but it did make business pivot to online provision and collaborative tools. The SGC3 project was focused on late adopters to technology, which [helped to address these needs]."*

One of the stakeholders summarised the **changing context and highlighted G7**: *"It's been a 'roller coaster' few years including Brexit, political uncertainty and Covid. SF3 has been important to overcome these. The G7 put a spotlight on Cornwall and showed it is not the 'back of beyond' and exposed it to the international media. G7 did not have a direct impact on business relocation but it 'subliminally' raised Cornwall's profile."*

4.2 Project delivery and management

Is the project being well managed with appropriate governance and management structures in place?

The delivery team and stakeholders were asked whether the project was well managed with appropriate governance and management structures in place. The delivery team answered this positively, with one person **commending the Programme Manager**: *"He is experienced and had been involved with Superfast for over a decade and with a strong relationship with BT Openreach"* and another team member felt: *"well trained and well supported in our role."*

Another team member talked about the **processes used on the project**: *"We have policies and procedures in place, weekly team meetings with minutes, and we record all work completed (state aid, applicant information etc) and issue pre and post support letters."*

One person thought that the management and governance was good, apart from the **external appraisals team**: *"They have a wider workload than just this project and that has*

been a sticking point with all of us and created a blockage in the system. We have told clients that it is easy to get, short process grant, but it has not been like that. This has added to the big backlog at the end of the project.”

Two stakeholders talked about the **management of the grant process**: *“I was also fortunate to receive my own business grant and it was well managed.”* And: *“From what I have seen and client comments, the project has been very well managed. There have been a number of gateways that they have needed to go through so good governance.”*

Another of the stakeholders talked about **staff turnover**: *“Brexit has meant some staff turnover but they got lucky with like for like replacements.”*

One stakeholder **praised the team**: *“The team has worked well together, they have done a ‘brilliant’ job and the Programme Manager is well respected.”*

In terms of the delivery of the project, the majority of beneficiary businesses agreed or strongly agreed that the SF3 team was ‘reactive and responsive’, understood the needs of their business, and had explained the way support would be delivered. The majority of businesses say that they would have been unlikely to have achieved the same result in the timeframe without the support of SF3.

4.3 Project Progress and Achievements

The following table is a spend and output table for the project; showing the targets, performance at the end of the project (as of August 2023) and an overall RAG assessment.

Table 5 – Performance as of August 2023 at end of the project

Indicator	Target	Performance at end of project	% performance at end of project
Total Capital Expenditure	£184,500 ¹¹	£146,184	79%
Total Revenue Expenditure	£2,511,973 ¹¹	£2,437,648	97%
C1: Number of enterprises receiving support	256	265	104%
P3: Additional businesses with broadband access of at least 30 Mbps	45	42 ¹²	93%
P4: Additional businesses taking up broadband with speeds of at least 30 Mbps	230	274	119%

Key	
	Less than 85%
	Between 85% and 95%
	Greater than 95%

¹¹ By agreement with DLUHC on 27/06/2023 the capex / revenue figures reverted to the original PCR02 figures of 31/01/2023, not those revised 28/02/2023

¹² 7 complex fibre build projects will be delivered after the project period due to unforeseen circumstances (such as unexpected road closures, blocked ducts etc.). The 42 figure and forecast capex spend accounts for this and does not include the 7. Due to the effort to secure solutions, Cornwall Council did not want these projects to be stopped and agreed to cover the costs.

As can be seen in the table above, the total revenue expenditure, C1 and P4 outputs have all been given a green status. The revenue expenditure is nearly completely spent (97%) and the C1 and P4 outputs have been exceeded. The P3 output final total came to 42 (93%) and was given an amber status but it must be noted that 7 complex fibre build projects will be delivered after the project period (due to unforeseen circumstances) and the final ERDF total does not include these. Due to the effort to secure solutions, Cornwall Council did not want these projects to be stopped and agreed to cover the costs. For the same reason, the capital expenditure has been given a red status (79% spent), but the costs for the additional works that will be delivered after project end will be covered by Cornwall Council.

To date, has the project achieved what was expected?

The delivery team were asked about the project's progress and whether the project has achieved what was expected. One of the team members **summarised progress for each of the outputs**: *"For the C1 target of 256, 145 are completed and there are enough in the pipeline to meet it, but time is running out and we need to ensure that the claims are in. For P3: 45 are active, 21 are completed and 50 are in the pipeline. The problem with some of them is that they are fibre which come with delivery problems such as road closures. There might be a problem deciding whether they will come through as outputs in the end. For P4, 224 are completed out of 230. It's difficult collecting evidence from them, so logging the output may be challenging."*

Some of the stakeholders did not feel able to comment on specific outputs, but talked about **wider achievements**, e.g. *"Outcomes for the businesses have been very good, e.g. more sophisticated digital strategy, hardware and grant support to enable innovation and things they would not otherwise been able to do – so bringing them up to the curve. Introducing a company to 'Not on the High Street' rather than being reliant on Amazon, Instagram instead of Facebook. This is all process innovation."*

Another stakeholder felt that SF3 has *"definitely been a positive impact. Access to funding for business has been useful."*

Another stakeholder talked about the **project being over-subscribed**: *"The project now has a backlog which has prevented further support from the project before it has come to an end."*

4.4 Outcomes and Impacts

What progress has been made in achieving the outcomes and impacts of the project?

The delivery team and stakeholders were asked about progress in achieving the outcomes and impacts of the project. One of the delivery team commented on the **timing of the evaluation**: *"The Government wants the draft report by the end of May 2023 but evaluation needs to take more time. However, we can't do it next year if we have no team. We do know through experience that there is healthy job creation and safeguarding. On average each business connected generates 0.4 of a job and net is about 0.2."*

One of the delivery team gave an **example of how the project has benefitted a business**: *"One of my clients received a grant and the 12 hours support and has fed back that SF3 has been a 'game changer' for their business as a web designer. The grant sped up processes and enabled in-house growth rather than the need to subcontract. The 12 hours was mentoring rather than a sounding board. Overall, it has been successful because it has 'propelled' their*

business trajectory forward rather than just building up to investment and has generated new income streams.”

Another delivery team member discussed how the **grants have helped**: *“Lots of progress has been made from grants. New equipment can help businesses do something they would never have done before. Sometimes businesses had been outsourcing outside of Cornwall, but our intervention has helped keep jobs and tasks in Cornwall. Also, the project increased broadband access which is important for satellite or fibre solutions which will have a long-term legacy.”*

The stakeholders were in agreement that it is **difficult to measure impact**, particularly when the project has not yet finished: *“It is difficult to measure the immediacy of impact. Benefits will not be seen ‘for years’ and it is difficult to measure against predictions. If a business has not done so well it is a case of would it have done even worse without support. It is also difficult for a business to attribute success to external factors.”*

Another stakeholder agreed: *“It is difficult to measure impacts such as job creation because of the numbers of organisations involved but certainly productivity, efficiency and routes to markets have seen impact.”*

In addition, another person talked about how superfast broadband has helped to **encourage business relocation to Cornwall**: *“The change in business in Cornwall has only happened because of fast internet as a USP pitch to clients interested in relocating their business to Cornwall. It has been a ‘seismic shift’ for Cornwall in keeping up with the digital industry. Cornwall is not alone in this happening, but without the series of Superfast programmes it would have been in the ‘dark ages’. The local perception is strong as well.”*

4.4.1 Economic Impact Assessment

An economic impact assessment considers how the economy benefits from the intervention, expressed in terms of jobs created and Gross Value Added (GVA) created. This section focusses on the benefits of Superfast 3 – Inclusive Growth project to the local economy and presents an outline of the method used.

An initial statement of economic impact reports the **gross benefits**, which is simply the change in business performance pre-intervention, compared with performance after assistance.

Some of the gross benefits are only manifested in the assisted businesses, while for the economy as a whole there are a number of **additionality factors** which apply (i.e. impact arising from intervention that would not have occurred in the absence of the intervention), resulting in net benefits. This impact analysis considers the following additionality factors:

- **Substitution**: where a business’s involvement in the project detracted from activities elsewhere. For this project, substitution is deemed to be negligible and not considered further.
- **Deadweight**: outputs/outcomes that would have been secured anyway without the support from the project.
- **Displacement**: existing business activities in the area which no longer take place due to the project;
- **Leakage**: benefits that accrue outside of the area being considered.

To assess additionality, the business survey incorporated questions relating to ‘to what extent would you attribute change as a result of the support received’ in terms of turnover and employment growth. As well as the additionality factors described above, it is also important to consider multiplier effects, which captures the indirect and induced economic impacts. The multiplier used is taken from BIS (2009) Research to Improve the Assessment of Additionality (4th edition, 2015), which suggests a multiplier of 1.25 at a sub-regional level for ‘Business Development and Competitiveness’ interventions.

Contribution to the Project Outcomes

The outcomes stated in the project’s logic model were:

Table 6 – Project Outcomes

Intended Outcome	How is it Measured?
Net jobs created (by Mar 2024)	Survey of beneficiaries – questions related to number employed and change in employment
Jobs safeguarded	Survey of beneficiaries – questions related to number of jobs safeguarded
Net GVA created	Survey of beneficiaries – questions related to number employed and change in employment, converted to GVA using ONS GVA per FTE estimates
Gross GVA safeguarded	Survey of beneficiaries – questions related to number of jobs safeguarded, converted to GVA using ONS GVA per FTE estimates

The average change per beneficiary in turnover over the period that they were involved in the Superfast 3 – Inclusive Growth project was approximately £14,860. Extrapolated to all C1 & P3 businesses to date (N=224), this would suggest an aggregate gross turnover uplift of approximately £3.33m, projected to £4.46m on the forecast end-of-project figures.

The average growth in employment per beneficiary was 0.44 FTEs. The gross employment and turnover estimates do not take into account how much of that change is attributable to the programme, nor the extent to which benefits are retained in the local economy. This is accounted for using the concept of additionality:

Table 7 – Project Additionality Factors

Additionality factor	Final Assessment
Deadweight – Employment	From survey: n=97 Of those experiencing growth (Emp or T/O), 18% <i>fully</i> attribute to SF3 and 70% <i>partly</i> attribute. Based on respondents’ estimate of attribution, Deadweight is measured at 65% overall from those experiencing employment increase.
Deadweight – Turnover	From survey: n=97 Of those experiencing growth (Emp or T/O), 18% <i>fully</i> attribute to SF3 and 70% <i>partly</i> attribute. Based on respondents’ estimate of attribution, Deadweight is measured at 63% overall from those experiencing turnover increase.

Displacement	From "BIS (2009) Research to Improve the Assessment of Additionality" ¹³ 16.5% - Mean % for Individual enterprise support (Theme: Business development & competitiveness)
Leakage	From "BIS (2009) Research to Improve the Assessment of Additionality" ¹⁴ 16.1% - Mean % for Individual enterprise support (Theme: Business development & competitiveness)
Multiplier	From "BIS (2009) Research to Improve the Assessment of Additionality" 1.25 - At the sub-regional level, an overall average composite multiplier of 1.25 is identified for 'Business Development and Competitiveness' interventions (used as a conservative estimate of indirect impact on the local economy).

According to sub-regional productivity estimates, average GVA per job filled in the Cornwall & Isles of Scilly economic enterprise region is £48,552 (2020), derived from the average GVA per hour worked (£28.90), assuming 35 hours a week 48 weeks a year¹⁵.

The following table (replicated from the Summative Assessment template) sets out the calculations for the net additional jobs and GVA:

Table 8 – Net additional employment, safeguarded jobs and GVA estimates

		Measure	Projected	Adjustment ¹⁶
Impact Indicator: Employment created Unit = FTEs	Gross Impact	43	58	
	Deadweight / reference case	15.9	21.5	63%
	Displacement / substitution	13.3	17.9	16.5%
	Leakage	11.1	15.0	16.1%
	Net Additional	13.9	18.8	1.25
Impact Indicator: GVA from jobs created Unit = £	Gross Impact	£2,090,000	£2,820,000	
	Deadweight / reference case	£770,000	£1,040,000	63%
	Displacement / substitution	£650,000	£870,000	16.5%
	Leakage	£540,000	£730,000	16.1%
	Net Additional	£680,000	£910,000	1.25

		Measure	Projected	Adjustment
Impact Indicator: Safeguarded jobs Unit = FTEs	Gross Impact	112	150	
	Deadweight / reference case	112.0	150.0	0.0%
	Displacement / substitution	93.5	125.3	16.5%
	Leakage	78.5	105.1	16.1%
	Net safeguarded	98.1	131.4	125.0%

¹³ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/191512/Research_to_improve_the_assessment_of_additionality.pdf - Table 4.1: Displacement at the sub regional level

¹⁴ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/191512/Research_to_improve_the_assessment_of_additionality.pdf - Table 5.1: Leakage at the sub regional level

¹⁵ Source: Office for National Statistics (Subregional productivity: labour productivity indices by economic enterprise region)

¹⁶ The calculation employed for the adjustment is 100 minus the additionality factor

Impact Indicator: GVA from safeguarded jobs Unit = £	Gross Impact	£5,440,000	£7,280,000	
	Deadweight / reference case	£5,440,000	£7,280,000	63.0%
	Displacement / substitution	£4,540,000	£6,080,000	16.5%
	Leakage	£3,810,000	£5,100,000	16.1%
	Net safeguarded GVA	£4,760,000	£6,380,000	125.0%

The net additional GVA created is approximately £680k to date, which is projected to be £910k once all outputs have been achieved. There are around 98 safeguarded jobs, accounting for a net GVA of £4.76m.

4.4.2 Achievement of outcomes and impacts

The following table summarises the outcomes and impacts from the logic chain and comments on the progress towards achieving them.

Table 9: Summary of achievements of outcomes and impacts

	Indicator	Comment
Outcomes	Net jobs created (by Mar 2024)	Economic impact assessment – 13.9 jobs created to date and 18.8 by the end of the project
	Jobs safeguarded	Business beneficiary survey - 48% say that the project has helped to safeguard jobs and 59% anticipate that jobs will be safeguarded in the future. Economic impact assessment – 98 jobs safeguarded to date and 131 by the end of the project.
	Net GVA created	Economic impact assessment - £680,000 to date and £910,000 by the end of the project
	Gross GVA safeguarded	Economic impact assessment - £4.76m to date and £6.38 by the end of the project.
Impacts	Increased competitiveness and resilience of businesses provided with access to 30+ Mbps broadband speeds and businesses supported e.g. improved access to external markets	Business beneficiary survey - 88% agree/strongly agree that their business will now be more competitive in the market and 64% agree/strongly agree that they now have greater resilience against external market pressures
	e.g. improved efficiency of business processes	Business beneficiary survey - most participants (98%) say that SF3 has benefited their business including productivity, time savings or cost efficiency benefits
	e.g. development of new products and services	Business beneficiary survey – 58% say that SF3 has benefited their business through the development of new products and services

As stated in the economic impact assessment section, the net additional GVA created is approximately £680k to date, which is projected to be £910k once all outputs have been achieved. There are around 98 safeguarded jobs, accounting for a net GVA of £4.76m. Given the context of the project and in many cases helping businesses to recover from Covid and

tolerate the cost of living crisis, it is not surprising that the net jobs and GVA created are relatively low, whilst the jobs and GVA safeguarded are considerably higher.

Therefore, progress is being made towards the outcomes and impacts, with evidence being provided from the beneficiaries themselves, but it is still too early at this stage in the project to confidently assess whether all the outcomes and impacts have been achieved and at what scale.

4.5 Strategic Impact

In what ways has the project created Strategic Added Value (SAV) e.g. through leadership, influence, engagement, collaboration and knowledge exchange?

The stakeholders were asked in what ways the project has created Strategic Added Value and there were a mix of responses. One stakeholder felt that SAV has been created in different ways: *“Knowledge exchange and collaboration are two big ones. Engagement is also high through the impact that I have seen.”*

Another stakeholder talked about **flexible working and well-being**: *“Flexible working has been enabled, which means there is no need for presenteeism, deadlines can be more easily hit and there is a contribution to well-being.”*

One stakeholder felt that SF3 was not **cutting edge or market leading**: *“The amount of money available in the programme cannot enable that, but it was influential through profile raising.”*

Another stakeholder talked about the **inward investment benefits**: *“We have used SF3 to sell to inward investors. It has helped reach a wider talent pool to overcome recruitment challenges. The broader talent pool allows leaders to address issues more quickly. It has also supported the ‘smart working’ revolution drawn to Cornwall as well as engaging with the local business community and enabling inclusive recruitment. We use connectivity as a major selling point to investors – it is comparable if not better to the rest of the UK.”*

4.5.1 Progress regarding the Horizontal Principles

The SF3 project has an Environmental Sustainability plan and an Equality and Diversity plan, both with deliverable actions. An assessment was undertaken part way through the project to ensure that actions were being carried out. Out of 38 actions, only 1 was yet to be started (red), 5 are partly done and 32 are either complete or good progress has been made (see Section 7.2 for more detail).

According to the business beneficiary survey, 27% of respondents say the project has helped to improve their equality and diversity credentials. 40% say that the support has improved their environmental or sustainability credentials, such as by reducing need for travel or commuting.

What contribution has the project made to the Horizontal Principles – Environmental Sustainability and Equality and Diversity?

The delivery team and stakeholders were asked about the contribution that the project has made to the Horizontal Principles. One delivery team member explained that the Horizontal Principles were covered at the weekly team meetings and helped them support people: *“I*

have run workshops on completing applications and making claims. We have lots of applicants who declare that they have specific needs. I have never seen this in other programmes. We have also helped small businesses adopt relevant policies."

Another team member talked in more detail about helping **businesses with new policies**: *"Most clients would not have these policies so we created standard policy documents. The relevance for micros and small businesses was around quality assurance for their customers and supply chains who may be affected or concerned about such issues. The template would help them get the ball rolling. Dealing with forms was sometimes a client equality issue for SF3 e.g. one person that was dyslexic. This enabled better intention and care toward them from the team."*

Regarding the **Environmental Sustainability principle**, one team member talked about how **any digital improvements tend to help with sustainability**: *"Flexible working, going paperless, less commute times to meetings etc. A specific client got funding for software giving them real time data to grow their business and work from home. We have been trying to make businesses more productive, working with clients and customers which has resulted in less screen time and more wellbeing for them."*

One of the stakeholders gave an example of how **their travelling has reduced, due to online working**: *"My own mileage has gone from 15,000 miles a year to 6000."*

In terms of the **Equality and Diversity principle**, one of the delivery team talked about **digital inclusion**: *"The value added is the first steps toward digital inclusion. We have marketed particularly to Index of Multiple Deprivation defined areas and also the slowest postcodes who had taken up previously. We kept close to CRCC and the Cornwall Library Service to provide digital inclusion training to help people (for example) access NHS services."*

One of the stakeholders thought that improved connectivity supports those who may have disabilities or find it physically difficult to go into the office.

4.5.2 Feedback on the project's legacy

What do you think will be the project's legacy for businesses, stakeholders and the wider economy?

The delivery team and stakeholders were asked about the legacy of the project and one team member focused on the **importance of helping small companies**: *"The legacy is for smaller businesses who would have fallen through the gaps. They can move forward more quickly. Bigger businesses used to be the only ones to get the grants."*

Another team member talked about **transformational change**: *"For businesses that SF3 has helped, it could really change them and give them a leg up. It has been transformational for many of them, especially dealing with confidence issues. Superfast broadband should in theory make us all more productive and assist with growth and wider market access. Websites can be a catalyst because it is about expanding markets beyond the confines of Cornwall."*

Another team member thought that the legacy is the **practical things that businesses have done with their grants**: *"For businesses they have a range of equipment, software subscriptions and business support which together has been a strong package accessed in different permutations."*

A **SF3 LinkedIn group** was also mentioned: *“The LinkedIn group has 50 members and an applicant is going to take this on after we have finished, with the aim of keeping it relevant to superfast. The group focuses on conversations around digital solutions supported by business peers.”*

Another team member discussed the role of the project as a **critical friend**: *“SF3 has influenced company directors and sole traders on their journey. It has helped them stand back from the business to work ‘on it not in it’, in order to see the big picture. It is crucial that they stand back and to give them the opportunity to speak to someone on their side as a critical friend.”*

One of the stakeholders stated that the legacy of SF3 was that it has allowed businesses to **take advantage of the digital revolution** of the last 20 years: *“The introduction of SF3 was an enabling tool for micro businesses and SMEs.”*

One stakeholder talked about businesses being ‘future-proofed’ and another stakeholder talked about **competitive advantage**: *“Good coverage of connectivity in Cornwall has sped up the deployment of fast broadband giving Cornwall a good competitive advantage despite the challenges of rurality.”*

4.6 Value for Money

Has the Superfast 3 project provided good value for money to date?

The stakeholders were asked whether the Superfast 3 project has provided good value for money to date and most found this difficult to answer, but one stakeholder stated that: *“The programme represents ‘excellent value for money compared to some programmes’.* Another stakeholder simply stated that the *“project had to happen.”*

Another stakeholder felt that it was early days to assess value for money: *“Impact is long term and so making sure that businesses are engaged with relevant business support as they complete their interaction with SF3 [will be important in providing good value].”*

It is generally difficult to make comparisons or find appropriate benchmarks to assess value for money. The process of benchmarking involves finding projects with similar characteristics and comparing performance. The nature of the SF3 project in supporting late adopters in more deprived areas, who are not targeted through other ERDF projects, means that it has not been possible to find a suitable comparator at this stage.

5 Lessons learned

Lessons learned were collected from the delivery team and stakeholder interviews and these are presented thematically below.

5.1 Technical

One of the delivery team felt that a positive lesson learned was to be **broad in terms of digital solutions and to try and work problems out**: *“The project allowed applicants to lead us more on digital solutions; there was a wider range of solutions funded than just software and equipment e.g. a digital embroidery machine which saved time, effort and increased profit. Also, there was a business where a girl of 16 was running an environmental business with Cornwall Council Legal Department providing a guarantor approach. The overall approach was seeing what we could do rather than just saying no.”*

One of the stakeholders talked about how similar projects need to be **quicker in responding to business need**: *“I guess most programmes have a mis-match between public sector decision making and the immediacy of need for businesses. SF3 was quicker than some, but it probably took 2 months to get it through the process. The energy goes out of a project with delay. Some businesses need to strike quick and allocate resources to support the project. It causes client frustration and distraction, but this is not specific to SF3.”*

In addition, an improvement in responding to businesses could be: *“better structuring through earlier filtering of clients. Many don’t get a quick ‘no’, as the Council may be reluctant to say ‘no’. Some clients are held up because of demand before officer discussion can take place.”*

Another stakeholder agreed about the **need for quicker decisions**: *“Future projects need to be more agile, like how businesses work. They need faster funding to invest in digital infrastructure.”*

5.2 Administration

One team member talked about the **strength of the team**, particularly during lockdown: *“We have had a good team. The team started during the pandemic and had to work from home and therefore we needed to create a team spirit without being physically together. There was the constant disruption of team members catching Covid but we have formed a cohesive team in challenging circumstances. Without stars in the team, it would have been difficult achieving what we did.”*

Another delivery team member raised an issue around **new businesses**: *“In terms of running the project, the outputs could have had parameters like a minimum turnover of a new business not yet generating an income. There was a grey area that we cannot fund pre starts but we can fund startups. The challenge for us is that there were other businesses who could have been seen as ‘late developers’, whereas a new business is looking at a completely new website. We have tried to communicate requirements as early as possible. If your profit margin is £100k do you really need a grant of £5k? The spirit of the programme was about left behind businesses or those in deprived areas.”*

One of the delivery team talked about the **variability of outcomes from the appraisals team**: *“There have been issues about the continuity of the appraisals team, where similar*

projects get different outcomes. There is a need to nail down processes from day 1. The criteria should be set in stone resulting in less frustration for clients when we go back to them and say 'we can't fund that anymore'. The guidelines were too fluid."

Another team interviewee talked about how **complicated the paperwork** was: *"The application forms are over complicated and long to meet EU and UK Government rules. We have always had to be on hand to help people with the process."*

5.3 Partnership

One delivery team member talked about **partnership with the Growth Hub**: *"There was a good culture and good mutual support and a willingness to 'go the extra mile' with clients including understanding who else we could pass them onto to support them. We also had partnership meetings with the Growth Hub and had these wider client discussions but respected GDPR unless the client agreed to sharing."*

6 Conclusions

As the Superfast 3 Inclusive Growth project reaches its final stages, there have been a lot of positive findings highlighted through this summative assessment. The project contributes to key policy and strategy areas and everyone interviewed agreed that the project is still relevant and delivers an important service, particularly as SF3 helps businesses that were not part of the previous Superfast projects. There has been high business engagement and businesses still need advice and support around digital issues. There have been some changes in context and background during project delivery, with Covid and the cost of living crisis, being the main challenges.

There was agreement that the project is being well managed with appropriate governance and management structures in place. The project manager plus wider team and the grants process were aspects that were commended by the delivery team and stakeholder interviewees.

The project has made good progress in terms of output achievement and expenditure. The revenue expenditure is nearly completely spent (97%) and the C1 and P4 outputs have been exceeded (all given a green status). The P3 output was given an amber status and the capital expenditure a red status; but there are seven complex fibre build projects that will be delivered after the project period (with costs covered by Cornwall Council).

The majority of business beneficiaries agreed that the SF3 project had met their expectations with 98% saying that SF3 has benefited their business, particularly around productivity, time savings or cost efficiencies and increased turnover. Some businesses have taken on new employees and about half say that the project has helped to safeguard jobs. The vast majority (91%) stated that their involvement with the SF3 project has had a positive impact on their plans for growth. Most businesses agreed that the SF3 team was 'reactive and responsive', understood the needs of their business, and had explained the way support would be delivered.

The net additional GVA created is approximately £680k to date, which is projected to be £910k once all outputs have been achieved. There are around 98 safeguarded jobs, accounting for a net GVA of £4.76m. Given the context of the project and in many cases helping businesses to recover from Covid and tolerate the cost of living crisis, it is not surprising that the net jobs and GVA created are relatively low, whilst the jobs and GVA safeguarded are considerably higher.

Stakeholders reported that strategic impacts have been created too, including knowledge exchange, collaboration, engagement, well-being and inward investment benefits. In terms of legacy, interviewees talked about the importance of helping small companies, transformational change, practical things that businesses have done with their grants, the role of the project as a critical friend, how the project has allowed businesses to take advantage of the digital revolution of the last 20 years and giving businesses competitive advantage.

When asked about the contribution that the project has made to the Horizontal Principles, the interviewees felt that these areas were important: business support for specific needs, helping businesses with new policies, flexible working, less commute times to meetings, digital inclusion and how improved connectivity supports those who may have disabilities or

find it physically difficult to go into the office. Many lessons learned have also been collated through the summative assessment process.

7 Appendices

7.1 Appendix One – Business Beneficiary Survey Verbatim Responses

Q. Please would you give me a brief description of the business?

Ref	Comment
2	I provide high quality video production services
3	I do website and business consultancy and marketing
5	Yoga
6	Holiday let cottages
9	A sea kayaking business
14	It is a drone business specialising in aerial film making mainly working in the film, tv and commercial sector
16	2 business - make soaps and shampoo bars and a gardening business, but also do a lot of charity work
18	We are a video production agency making social and online contents for brands and organisations
20	Jewellery business design and selling
22	Holiday business - 4 holiday cottages
25	Gift signs we sell to the general public
27	I am a jewellery designer and make bespoke jewellery, I teach silver jewellery making and also do jewellery retreats
29	Marketing and social media for clients
30	Product design business - for camper vans and outdoor activities
31	I am a book keeping/accountant
32	Performance arts company
33	Monitor graphics and design, voice overs etc
35	Dog Grooming and boarding
36	I am a sock business 95% wholesale 5% retail
39	We are making handmade leather goods, bags, handbags and accessories, we use re-purposed leather and new leather
40	I am a trainer and we work in diversity, inclusion and equality
41	We are business and confidence coaching company
43	Hospitality and leisure business
44	We are a trust port and we run both leisure and commercial services
46	I provide finance works shops and coaching for small business owners
47	Hydrographic consultancy
49	Materials and plastics which are impossible to recycle such as paddling pools and wetsuits and turn them into accessories like handbags
51	Caravan and camping park
52	We are a furniture retailer with a large national online business also
53	We are a glamping site
55	I am an artist welling paintings and prints via a website
56	Use sound as a tool to promote mental wellbeing
57	blue health coaching
61	Handmade crafted items like sewing and knitting

62	A craft maker I make eye pillow, made from repurposed fabric, started working from home.
63	Holistic practitioner
64	Helston chamber of commerce
65	Equine therapy business
67	On line training that helps people to communicate which will lesson conflict
68	Recruitment consultancy for the education sector
70	The company is an online platform for capturing, tracking home education children's progress
71	We are a children clothing brand made in the UK
72	Accountancy practice
75	Ideal pet food is a brand of pet food were we use parts of the fish that are not used for human consumption, launched 5 years, we sell through e commerce
76	We are a creative agency making digital assets.
77	Multi use buildings
82	Artist and potter, supply galleries all over the country and my work goes all over the world
83	I am a freelance celebrant - funerals, weddings christenings etc
85	Artist - paper collage artist who makes Cornwall Landscapes and who sells on the internet
86	Artist - contemporary jewellery and art workshops
88	It is a predominantly bespoke carpentry firm moving on to more industrial machine applications
89	Health and safety training providers
92	I work to connect specialist camera crew around the world with production companies
94	We design and build e commerce websites
96	I sell special occasion wear dress like mother of the bride
100	Freelance musician and teacher
101	Domestic electrician insurers
102	Large animal vet who offers consultancy related to Cows
103	I do book keeping for various clients
104	We are small family run distillery making rum from molasses
107	A cloud solutions provider, google type manager support, and now own an operator fishing boat
108	It is bespoke carpentry and joinery business
110	Paint wooden toys
112	We are design and digital marketing agency
115	Chartered surveying practice
116	We are a environmental consultancy and installation and maintenance company
121	Soft drinks, food and drinks
125	self-catering business
128	Yoga studio we also offer silent disco yoga events on the beach
129	Medical services
130	We design art which we sell as prints, posters and greeting cards
131	Illustrator
135	We provide multi modal travel solutions to organisations
136	An interior art design company based in St Agnes
140	I have women's wear fashion label

141	Management consultancy firm for rural, food and agriculture
142	It is a handmade wooden toy making business
148	We are registered charity and we work with and rescue horses
150	vehicle repair business with body repair and paint
154	Graphic and website design agency
157	We are small wedding venue in North Cornwall
158	Holiday letting management company and house keeping
159	Landscaping and ground maintenance business
160	Model railway and Scalextric sales
167	It is farming and holiday tourism
168	we are a charity that provides affordable housing to the local community
170	We are an electric heating business and just expanded into car charging
171	Farming business and we have diversified into a holiday let
172	A retail shop selling sunglasses
173	I am freelance graphic designer
175	I am a freelance graphic designer, covering everything from branding to website design and more
181	We make wooden signage, wooden belly boards and beach goods
185	I am photographer who also sells prints and merchandise online
197	It provides user and technical training on medical equipment for the health and veterinary sectors
202	General store and post office
208	Recording studio where I do online sessions, on line tuition and online therapy for people with special needs
211	We are mobile catering based in Cornwall and do festivals and private events

Q6. Looking forward what are the greatest challenges facing your business right now?

Ref	Comment
2	Generating new leads
3	My inability to delegate
5	Audience growing
6	Cost of living crisis, and energy prices as we are fully electric
16	Not being able to trade, all small businesses doing luxury items are really struggling, nobody is selling anything
18	Exporting out of Cornwall so reaching businesses in the UK
20	Time availability between being a business person and a Mum
22	Air B&B people who can just open up
25	Waiting for a new printer which is slowing down
27	Time, access to good quality training, access to marketing
29	Employing somebody who doesn't want ridiculous money
30	Custom materials and premises
31	Have not got challenges
32	Trying to recover from Covid, and the cost of living isn't helping either. 40% of our work is abroad, and we lost everything with Covid

33	After leaving the EU, a lot of the customers were EU funded, so they will coming to the end this year, so we have to diversify
35	My age and family health issues
36	Logistics with supply chain, competitors and customer data base
39	The economy if people not buying then business not sustainable and website not working so no digital sales
40	Getting my name around Cornwall being such a niche subject
43	Growth limited location
44	Commercial agility and to adjust our long term legacy issues
46	Time and expertise for marketing my business
47	Just AI
49	letting people know what we do and where we are
51	Weather, economy for the visitors
55	Just reaching the right customers
56	Finances
57	I think there will be a flooding in the market of people that will label themselves as coaches, and environmental challenges
61	An economic downturn
62	I made a website, then I realised how much it costs to run it online, which is not viable at the moment
63	Getting out there and known also more clients
64	Persuading small business of the benefits of joining the chamber as (and I have been told this) small businesses don't have the cash funds to join
70	Investment finance
71	Brexit with import and duty for fabric, also the cost of living has made an impact.
75	Maintain the growth, maintain our margins and new product development
76	Managing growth in the challenging economic situation
82	Unreliable materials because of Brexit. The materials from Europe are not always good and difficult to obtain
83	Trust - making relationship with other business-like funeral directors
85	Getting my website up another level
86	The economic climate
88	Funds
92	Money for app development
96	Lack footfall in the high street
100	Having the time to get website up probably as I work alone
101	I have not got any
107	Diversify and retrain new skills
110	Funding
112	Lack of time
121	Cash flow
125	Cost of living and transport - freight and delivery
128	Capacity, our studios not big enough for the amount of people who wish to come
129	I have none
130	People spending less on things that are not necessities
131	Cash flow, and growth
135	Funding

136	Cost of living crisis as we offer a luxury, and Brexit and strikes in France
140	Afford to market and to get the label notices on the internet and digital field
141	Maximising the key people in the business, we are looking to go more zoom based.
142	No challenges at the moment
148	Fund raising has decreased
150	Staff, cashflow, and getting out there with advertising
154	Customer acquisition
157	Recruiting the right people
158	Economic climate and people not having surplus cash
160	Royal mail and eBay
167	Changing markets, changes in support mechanism within farming, the Ukraine war
168	Rising interest rates and the ability to affordable housing but also maintaining a good cash flow
170	Just to bring the business
171	Time management, outside market forces
173	My confidence
197	Trying to develop some on line courses to get some passive income
202	Wholesale prices, staff nowhere for them to live
211	We are trading Glastonbury this year and that is going be a big challenge

Q. Briefly and in your own words, what were you looking to achieve for you or your business when you first engaged with the Superfast 3 – Inclusive Growth project?

Ref	Comment
2	I was looking for support with my online presence I was interested funds but did not take them
3	I think I needed help as was running out of time a lot especially post Covid when there was a spike in business and in what I needed to do, I needed to get some efficiencies in the business and I knew to do things in a more productive way I would need to have new and more technology on board and to develop new projects I needed more technology
5	I was looking to grow the business and move more to Facebook etc to grow my lists of customers
6	Internet and development of the website
9	I made a mistake that my website was 8/9years old, so to update the website and IT side of things
14	To get my hands on new equipment which would allow me to enter a new higher end market
16	Truthfully to help as many charities as I can, it's not about making money, its about education for me.
18	We were looking at how to improve out digital capabilities
20	Mentorship was the most important thing
22	Better internet, we went from 5 MBPS to 45 MBPS
25	Needed to get some more up to date tech, we hoped to get a laptop and desktop, which we did
27	I was looking for marketing support and upskilling myself with digital equipment, utilising in my business and digitalising my marketing, utilising scheduling posts, using digital

	technology. Through the grant I purchased an iPad and now use it to take with me to customers rather than everything being done by hand which saves me time
29	It was coming up out of covid, I wanted to earn a living working from home and have a good life balance
30	The ability to design products in house
31	Download speed
32	I think we initially wanted support, and more recently got a grant to get a super special computer
33	We have wanted to pivot for a while, so we started to offer motion graphics and video work, we use the drone, and another member of the team who is good at storyboarding etc, so Superfast 3 has allowed us to do this, we needed the equipment to do this
35	I was trying to do more online, so better web and social presence and to produce video to skill level
36	Some guidance regards to my systems, computers, printing and inventory management systems
39	We were looking for a digital connection as there is none in my field and I have to say the business support has been amazing
40	Improve my digital awareness and the hardware for training
41	We were looking for some technical help with our marketing and website and to utilise and reach new market's
43	We wanted to add some innovation through technology into how we engage with our customers
44	Help to improve internal efficiency around software
46	I needed to have a digital presence as I had no website
47	Better than 3mb connection
49	looking for support and in line in technology, we had no laptop I was doing everything on my phone
51	visitors require a stable internet, especially if they can extend their stay and work at the same time, so before we didn't get the speeds and lots of drop outs, so now we can cope with many people using the internet
52	We already had broadband but we needed advice around future resilience for future business, we upgraded our computer equipment and having online sight after pandemic it was good presence
53	It was funding for digital projects and to increase speed on the broadband (not got speed as yet though) got funding for website
55	To help to grow my business and try to understand how to engage with new customers especially digitally
56	Website
57	I wanted to design a minimal viable product on the internet, which was turned down at first.
61	Guidance, advice and support on how to start up
62	I needed help with setting the website, I applied for a new laptop which I didn't have, and a printer
63	I was looking for help to getting clear what I was offering and my demographics, looking how to set up my website and getting clear on what I was offering to focus on my website and digital output
64	We were looking for funds for a website
65	To get support with my business and guidance
67	Money for equipment for setting up my you tube channel

68	to help us grow
70	I was looking for marketing support, advice and growth support
71	Our connectivity was not good we needed help with it and our internet, now we have great IT and Internet
72	To be able to develop and move forward with technology and utilise an efficient and better service to clients
75	It Peter Doyle who helped us we had the grant and consultancy, we needed to be more visible, keeping up with the trends and making sure website was up to date
76	Growth of the business with support
77	Support to create and build a website
82	I was hoping to get a broadband that worked
83	It was financial, I needed funding, I was writing things down then transferring to desk top, so taking too long, so some of the money was for funding new equipment, 1 being a laptop
85	more on the digital help with online platforms and digital equipment
86	Getting a website / getting help with it
88	Everything I owned was dated, for technical or not to spec I need more updated equipment, and this is what I wanted to do so the grant allowed me to take on more complicated project
89	To break from the college and we needed more control and security
92	Grant funding
94	Support to create new services
96	To expand my online sales and improve my web site
100	Help with SEO
101	Improve internet speed
102	Stable Wi-Fi to do a video conference call
103	We were looking for a better broad speed
104	Mentoring help with the business and grants for new equipment
107	Money, extra financial support and some hardware
108	Speed up my process and fast forward the growth
110	Funding - it would have taken 5 years to purchase all I needed, so it was speed up the process, and to fight back from Covid.
112	Faster internet
115	Support to ensure my business was at the for front of technology in my industry
116	Business support, I was under locking potential for digital transformation workshop, we were going to make a move in to a management software and Superfast were able to help me to do that
121	Help with digital marketing
125	great visibility - people could find the business online
128	Looking to take the business forward and help to grow it
129	Reliable internet connections
130	We were looking for a mixture of advice and also a grant support for new equipment
131	I needed a Mac computer
135	Technical support and advice on projects
136	We wanted to do it once and do it properly, we wanted to use a local design company to design a website and help us with a social media strategy
140	To explore how to establish the labels and communication on the digital platforms

141	Funding the hardware to produce video based material or on line coaching, and supported training, and this project will be able to be bought on line.
142	Higher productivity, greater product input for output for same working hours
148	To kick start our marketing, update the website
150	growth and support with online presence
154	Growth - to grow it I bought a drone and a laptop to help with the business
157	To enhance our digital capability, improve our internet speed and efficiency, to upgrade our facilities for our key staff and office
158	Main thing was the support with the learning about online platforms and digital applications things that could help us
159	Improving internet infrastructure and speed
160	Less wasted time, less down time, ability to expand our business through digital resources
167	Installing online booking facility for campsite
168	We were looking to update certain technology in our business and we needed a website
170	We wanted a new website and funding was available that is why conversations started
171	For a better solution for our internet vision, we needed it for our new holiday let project
172	A grant to launch website
173	Direction on my business
175	Just to help get my business off the ground and recognition, to get the new website brand and business out there, then support on business side as I have not had my own business before and digital marketing is new to me
181	We were looking to access finance
185	I was looking to fund new equipment and subsequently learn more in certain areas of business to move forward
197	I wanted to build a website so I had a shop window so people can access my services
202	We were looking for ways to automate areas of our business
208	Expansion and efficiency within in the online sessions, nationally and worldwide
211	Mainly because a digital project we needed to use and be able to be selling online and bookings information on line

Q. Are there any other ways you have experienced benefits or improvements as a result of the support provided?

Ref	Comment
2	I think Peter with business in a holistic way helped me in ways I had not thought of which did not cost any up front investment
5	I've set up new systems, so I have an evergreen sales funnel for Facebook adverts
16	My mental health
22	just the quality of our business, which will be reflected in our reviews
27	The guys who did my business support put on a couple of courses I attended, so though that I met other businesses and people that I collaborated with but that would not have happened without the face to face meetings
29	It's increased my visibility and integrity
30	Reduced cost in bringing design in house
35	With the property being old with thick walls, Wi-Fi didn't always work, so getting the connectivity with 5G phone and Wi-Fi makes a difference

43	Retaining customers was the aim and we have
46	I have had more leads business leads come in since the website has been up and running
49	Time efficiency, before I was trying to do it all on my mobile phone, the website is more professional, it makes people think you are confident and the real deal
51	It gives the customers the ability to pay online, and the business to use internet banking
55	Just being able to look at my business in this new way even if do not the other get grant, I feel I should be able to grow anyway
57	clarity of the support process of the app
61	More aware about social media and how to advertise myself out there, also I could find a wider area of things to make
62	Its helping with the website, my time management so it's helped with the quality of my products because the printer gave me the opportunity to print better labels and faster, and my monitor
63	Been really helpful and vital for me to have that time to be able to get clear about what I was offering and able to be communicate with people
64	The website is part of our brand image and that is important in our business landscape
67	There is a new job of 20 hours working for a company that I was working to be certified by, and I built my website, the content etc from the funding from Superfast which helped to secure this new job
68	Our product is the website
70	Better marketing strategies
76	Good for team moral, for them to know that the support is there and we are securing it
77	Media awareness
85	They have helped me understand other media platforms to help me market myself more, and suggested things for me, and offered more digital help
86	Just better knowledge, the guy was a marketer that helped me, that was helpful seeing it through marketing eyes
88	Faster productivity
96	Due to the improved website I have more people come in
100	The first guy before he left helped me set up google
101	Efficiency of ordering materials and invoicing, before speed was so slow and now can just get with it
103	Being able to work at home and not travel so much
104	Been more aware of the search engine optimisation
108	It just helps you to focus more on business goals
110	As extension of my work I can do, I have managed with the equipment to look after my business, and have the benefit to find other income streams
112	The building of confidence with the business consultant John Gerrard was brilliant
116	We stream lined the business which means we can expand theoretically as we have the tools and mechanisms in place it is just getting the staff
125	Too soon to tell, we have only just gone live with the website
128	Increase appearance of professionalism, brand awareness and identity
130	Better image and branding the key things around websites products, photos and social media also our ability to do things for example with social media and things we could not do
131	Sanity - a lot less stressful
136	We are now recommended by the design company who we worked with because of this help and we get lots of comments about our websites, they have all been very positive
141	Geographic reach and a sector reach

148	I think we have reached a wider audience which can potentially convert from enquiries to services that can be charged for
150	I would like to say that the support from the staff has been way beyond their roles especially from Andy Peters
157	IT equipment bought, some software and helped marketing department, also a camera for in house photography and having up to date IT equipment
159	Generally improving running the business on a day to day and improving advanced technology
160	Not so many headaches and frustrations with the internet not keep going down
167	Free up more time efficiency
168	We raised our profile in local community and more we became more accessible. To have been able to bring all elements of the business into one area
172	Grant would impact the business and wider customer base
173	New computer allows me to update software and the camera for videos
185	In the areas of marketing and e commerce
208	Everything in my business has been improved

Q. Over the next 12 months, are there any other ways you expect to experience benefits or improvements as a result of the support provided?

Ref	Comment
6	Us being able to further offer Hampers they can pre ordered for when they arrive, also social media is growing our business. We can keep in contact with guests who keep coming back.
9	Yes I will, people will look at the website and see the up to date site, whereas before people said the website was rubbish.
16	I can start providing support to young carers, many charity help and support groups, and keep writing books
29	Possibly yes, more clients
30	The tools and equipment we have will help us expand our range
32	We are hoping there will be change in the next 5 years rather than in 12 months. If it does work out it will massively change us, and provide more jobs, it all depends on capitol as we are a very small company
35	Potentially, but due to ill health in the close family this is a possibility in the future
39	Yes, just from the business support side there are still things I have yet to put in place that were suggested to me
40	I may start video vlogging for my site
41	Also expecting it to help grow our social media reach as well
46	Continue to bring more digital business leads
49	Increased social media presence, I want to do tutorials for making and using plastic waste sustainably
51	Increased number visiting the site
57	marketing and visibility of blue health, and wider provision of blue insights and a potential of a coach referral process
76	On the environmental benefits - we are already ahead of the curve on that and we are very interested in it. We do storage for change - it's when our company gives 2 days of our time and equipment. We are being a responsible, ethically sound business

82	If I get round to it I am thinking of doing online teaching but at the moment I am short of time
101	Improved efficiency when ordering and invoicing
108	Cannot think of anything as yet but I have been given recommendation for some workshops which I will take up
115	Weathering a recession better if we are going to have one
116	Helping us to getting more streamlined in processes internally which will save time and free up more time
128	Brand awareness and improvements as we continue to improve the business
130	Improved branding
136	Maybe continuing opportunities, exposure will grow, and more networking
141	As ticked in previous questions we have now had enquiries from Zimbabwe, South Africa, Liberia, Ghana and Switzerland, and now the Irish Republic
148	Wider audience
157	Marketing departments new computer helped and social media presence, content creation, speed and capacity
159	In a position to keep up with technology
172	Just expect more costumers and business
197	The development of the online training courses will bring in a passive income stream, I hope
208	The door has been opened for international real time online recording, teaching and therapy sessions

Q. Are you experiencing any particular challenges around growing your team (E.g. Finding the right digital skills, being able to fund/afford the growth etc.)?

Ref	Comment
6	Down to affordability really while we are growing the business
14	Finding the right skilled people
18	Reaching potential talent and recruiting the wright talent
25	Capitol, we have grant funding but we still have to find the money in the meantime, our intervention rate will be 40% so we still had to put a lot of our money in too.
27	Again it is about knowing what I don't know, as a sole trader and first time running a business you do not know what challenges are and it is good to have the support to guide you through to avoid pit falls
29	Being able to fund or afford it
33	We have had issues finding the right skills, but there is a lot more now, especially being so close to the university, we have taken on an internship but hope to offer a job at the end
39	I have the person I need but it is down to getting more sales to enable me to employ them
44	Retention of staff and recruitment of key skills
49	Me continuing to use digital things, how to make videos etc, learning new skills
52	Finding suitable staff there are not quality candidates and people who want to work
55	It is funds
56	Finances to employ someone to keep up with work load
68	It would be funding and also finding the skill set
70	Yes in relation of I need to grow the team but do not have the funding to pay salaries
72	Skill shortage

76	It's recruiting the right people for our team
77	Labour shortage
88	Capital
92	Financially
104	Need more sales
108	Finding skilled labour
116	2 things cannot get the right skilled people, it is going to be difficult to fund for the first 6 months while training people up
121	Affording growth
148	Funding and income, hard to find people to employ for the job role
150	skills and concern over the economy
157	It is just finding the right person to fit in the job and team
158	Getting our heads around policies and paperwork that has to be put in place when employing people
159	Finding the correct staff for the job
172	Cash flow problems
202	It is being able to pay and accommodation for staff

Q. Are there any other ways that Superfast 3 – Inclusive Growth project support was provided to you that was particularly beneficial or has had a positive impact on you and/or your business?

Ref	Comment
2	The zooms calls with Peter had a strong impact on my short term planning for the business
3	The fact they pay your claim quickly is very important as the practicality of this is important to businesses because if you pay out you need the injection of the claim money back quickly and they seemed to understand this ad the claim was robust enough to do this
14	The grant funding very much helped
16	Yes they send emails out sporadically offering Zoom meetings and workshops which I find very helpful
20	The personal wellbeing while running a business, being able to maintain a balance
27	The course about story telling in business really helpful and the business mentor support that was helpful also
30	The expertise of the advisors he was able to identify the products that were needed
36	How it was delivered
39	The biggest benefit is the connection to the internet it means I can do things during the day which I would normally have to do at home
40	Getting the grant for the website has been helpful because there has been traffic via the website
46	Would not have been able to afford the level of expertise that I had to create the website and digital working strategy without the grant
47	Just having the connection speed has allowed me to offer more service
49	All of it, the support from Digital Pete was incredible, he showed me how to grow the business, and none of this could have been done without the laptop, it also means I can design now too
53	Just the new website

55	It was the advice given during the business consultancy, although with being an artist but he was able to convert his knowledge to help with my business
56	Functional website
61	Workshops on Wednesday evening with John, he was really good and the conversations good and a lot of positive things came out of it
62	It gave me all this positive help which gave me the confidence in my business to believe in my product and gave me the ability to collaborate and present my work to others
63	Session with Peter on line, I did attend an in-person training which I found really helpful, delivering on line is OK but in person was very beneficial to me. Peter's support and help was really valued
64	Helped us project our professional and credible image
65	Fantastic portions and where they coming from and sharing the challenges, it was all good
68	The overall process pushed us to ask questions, then reflect on this
72	That bit of support made a difference, someone to break it down they asked what I was trying to achieve and then work it backwards, iron it out it was just so helpful
82	I have started a journal-ling class and can do this through mail chimp which was a struggle before
83	Again mine was purely financial support and that I needed
85	Getting the grant was the main part
88	Speed of application
104	Mentoring, thanks to the grant to get the equipment which helped massively
112	Support from John Gerrard
128	The person I engaged with (John) was incredibly helpful and knowledgeable
136	It helped to focus our minds on what we wanted to achieve when we were filling in the application process
141	The 2 ways they did help, it was very supportive
154	I know about the superfast 3, so I have helped other business to get the support which intern got me some business with them
157	Everything is really good
158	Main thing the consultation side of it
159	Availability of the grant to help us
160	The person who we dealt with at superfast Cornwall (Rosie) was always quick to answer emails, phone calls and always helpful, particularly filling horrendous forms
170	Financial support
171	Support through the admin side of it very good
172	It is very hard to answer this because as yet I have not been paid the grant, so today I am out of pocket and put a strain on me and my business
173	The staff I dealt with were very supportive they gave guidance through the paper work, phone calls and chatted through the options
175	Mentoring really helpful and sessions I went to good
208	Made the whole efficiency to now able to upload and download at the speed I can work with, which I could not do before

Q. What would need to change or improve about the Project or the way it was delivered in order for you to score a 10 or closer to a 10?

Ref	Comment
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5	More specialist knowledge in building an online course business
6	Digital support with marketing and IT equipment
9	To be more sustainable - solar
16	I would love to help expand on the charity work, I would like support on power points and other technical things.
20	Some more support with copywriting and business identity
25	The broadband speeds in the future could be looked at please
29	I would like support and advise about employing staff, and assistance with purchasing equipment
30	Broader area of digital equipment that can be funded
36	What I had was technical asset driven. If they had business advise or mentoring
44	Make the application process much easier
46	Help with my digital marketing
47	Digital online presence I need but not if same paperwork is involved I would not bother not worth my time
49	Learning how to keep growing and how to grow on line
51	If there was a grant fund for upgrading the site for further upgrades on the internet
53	To sort out my broadband speed would be helpful
55	Any other ways that could help with my business
57	Further funding would help with the next phase of development, some advocacy in the right domain
62	Paying for the fees that I faced having the e commerce site and funding social media adverts
63	More in person interaction and more networking with small businesses
68	It would be more of the same, but with support for a company at this stage
71	Any other support that we haven't already had
75	Along the IT line, but not going over what we have already done
82	Someone more arts based
89	Marketing
100	More support regarding the SEO
125	Not match funded
131	Tech needs updating and keep up with upgrades on Mac, and I use an Ip ad Pro to illustrate on
136	Advise and to review our 1st year of trading, and funding opportunities to take on a student
141	A progression in the level of the mentoring, and in the future development of the website
148	Charity focused
167	Ongoing support as the market changes
175	But with smoother process
197	Customers relations and management software and e marketing

7.2 Appendix Two – Progress with the Horizontal Principles

The following table summarises the progress with the actions from the ERDF application form, the Environmental Sustainability plan and the Equality and Anti-Discrimination plan. Out of 38 actions, only 1 was yet to be started (red), 5 are partly done and 32 are either complete or good progress has been made. This is based on a mid-term review undertaken by the project team half way through the project delivery.

Table 10 – Horizontal Principles – progress on actions

Action	Target Date	Status
Require the CCTs to be a regular agenda item at project meetings, in particular Strategic Management Board and CDC Team meetings	From first SMB meeting	SMB (i.e. Project Board meetings have agenda item. Weekly team meetings address and minute CCT activity separately
Embed messaging in marketing materials to highlight the economic, social and environmental benefits of superfast broadband	From start	This is being fully undertaken e.g. on postcards which are main mkt channel the benefits of superfast to reduce travel and widen employee base are highlighted.
Use case studies to highlight businesses and others that are using superfast broadband for CCTs - economic growth, equal opportunities and environmental sustainability	From project start date	First Case study published May 2022, specifically selected to highlight benefits of EDI within smaller companies (Equally Simple).
Ensure meaningful CCT impacts are measured as part of the programme's evaluation activity	From project start date + 3months	Done
Draw on good practice from previous experience and ensure identified lessons learnt recommendations are embedded into project management and delivery	From project start date + 1mnth	Ongoing
Signpost businesses in enabled areas to the Growth Hub and brief Growth Hub on the opportunities to maximise economic, social and environmental benefits of superfast	From project start date	Although project is now business support, close contacts with Growth Hub are maintained
Engage with other projects directly which have the capability of supporting businesses to grow using superfast – including the Business Investment for Growth, TEVI and Community Led Local Development (CLLD) projects	From project start date + 3mths	Although project is now business support, close contacts with other projects are maintained, projects are assigned a person to update as part of marketing plan
Prepare workstream plan with SMART objectives	From project start date +1 month	Prepared and submitted to MA
Engage with Digital Inclusion partners such as CRCC and Libraries and provide support to DI sessions	From project start date +3 month	Support is being provided to sessions - including at St Austell and St Breward
Ensure any project website considers accessibility to a recognised standard such as W3C AA or equivalent, and that all public facing documentation will include an alternative formats	From website start date	An accessibility check was undertaken on website in 2021 and corrections made

statement making alternative formats available upon request.		
Undertake a corporate Equality Impact Assessment for this project, guided by the Equality Act, Public Sector Equality Duty and to include gender equality. This is to be reviewed by the CDC corporate E&D Group and must be agreed (signed off) by senior management	From website start date	Completed
Ensure consultants and contractors appointed have suitable equal opportunity policies in place	From project start date +1 month	Undertaken as part of procurement policy
Develop weightings to target areas in lowest 30% of IMD	30/06/2020	Although this refers to the initial infrastructure project which did not proceed, IMD analysis is integrated into targeting used in marketing campaigns
Prepare workstream plan with SMART objectives	From project start date + 1 month	Prepared and submitted to MA
Ensure consultants and contractors appointed have suitable environmental policies and implement environmental management systems such as ISO14001	From project start date	Undertaken as part of procurement policy
Champion positive environmental impacts and promote sustainable decisions to support the move towards a low carbon economy, for instance promoting the benefits of: Reduce travel e.g. through the increase flexible working by SMEs Reduce energy e.g. through the increase in cloud computing solutions by SMEs Engaging with other relevant initiatives e.g. TEVI	From project start date + 2 month	The BDCs promote these benefits whilst supporting businesses, promoted on website.
Ensure all employees receive appropriate environmental training	From project start date + 3 month	Climate Literacy eLearning undertaken as part of corporate training
Support a culture of resource and energy efficiency	From project start date	The project works with minimal travel, WFH is the default, and BDCs also carry out nearly all meetings virtually
Renew domain name and hosting of www.flexible-working.org	30/06/2021	Done
Promote the use of flexible working in all marketing materials	30/09/2021	Done
Business Digital Consultants to consider the benefits of reduced travel (e.g. WFH and remote access solutions) and reduced energy consumption (e.g. cloud based services) when developing digital solutions for client businesses	30/09/2021	Done

Undertake SEO analysis of www.flexible-working.org to determine ongoing need to maintain	31/12/2021	Part done
Assess demand for flexible working workshop/s delivered to client businesses	31/03/2022	Outstanding
Undertake at least 10 Digital Inclusion Sessions per annum to support partners in delivering sessions to vulnerable people	First 10 by 30/6/2022	Underway after Covid delays
Support 4 community centres / village halls etc with equipment and/or broadband	First 2 by 30/6/2022	Have made good contacts with 4+, but some slowness in getting them to apply. Article in Town and Parish news done.
Monitor progress of the Equality and Anti-Discrimination workstream to ensure objectives delivered	Ongoing	Underway after Covid delays
Website accessibility check	31/07/2021	Done
Review evaluation questionnaire re. CCT data collected	31/12/2021	Done
Maintain flexible working website and increase traffic (subject to agreed WS plan)	Ongoing	Underway
Include CCTs as standing items on Project Board reports and meetings and DCLG progress reports.	Ongoing	Done
Review marketing materials	Ongoing	Done, all marketing materials address in some way the benefits of superfast for wider employee base, and are always available in another format on request.
Ensure consultants and contractors appointed have suitable equal opportunity policies in place	Ongoing	Done as part of procurement policy
Identify target areas in lowest IMD	Completed	Done - IMD used extensively in targeted marketing campaigns
Identify and target areas with slowest broadband for marketing to businesses for broadband grants, and prioritise lowest IMD areas if not all covered.	31/10/2021	Done - IMD used extensively in targeted marketing campaigns
Consider prioritising marketing to lowest IMD areas for broadband take up activities in existing upgraded areas.	31/12/2021	Done - IMD used extensively in targeted marketing campaigns