

The 
Diaspora
Institute

CORNWALL DIASPORA STRATEGY 2025 – 2028

UNLEASHING CORNWALL'S PAST,
PRESENT & PROMISE FOR GOOD GROWTH



GLOBAL
CORNISH



**Funded by
UK Government**



**CORNWALL
COUNCIL**
one and all • onen hag all



**Council of the
ISLES OF SCILLY**



**GOOD
GROWTH**

CORNWALL & ISLES OF SCILLY
SHARED PROSPERITY FUND



CORNWALL
TRADE AND INVESTMENT

Contents

Executive Summary	1
Introduction	5
SECTION 1	
Cornwall's Diaspora Asset: A Situational Analysis	7
1.1 Defining the Cornish Diaspora	7
1.2 Cornwall's Migration Story: Building to Diaspora Capital	8
1.3 Diaspora in the Future of Good Growth in Cornwall	11
1.4 Applying Stakeholder Insights	12
1.5 Key Factors for Success in Diaspora Engagement	16
SECTION 2	
Cornwall's Diaspora Strategy: Mission & Principles	19
2.1 Mission Statement	19
2.2 Principles	20
SECTION 3	
Cornwall's Diaspora Strategy: Action Areas	21
3.1 Pillars of Cornwall's Diaspora Strategy	22
3.2 Expected Outcomes of Pillars	23
SECTION 4	
Cornwall's Diaspora Strategy: Recommended Actions	25
4.1 Recommended Actions	25
4.2 Implementation Phases & Sequencing	39
4.3 Overview of Action Plan Framework	43
Conclusion	45
Appendix I – Acknowledgements	46

The strong links between people and place – distinctive thanks to our unique landscape, history and minority language – influence Cornwall's diverse and high-quality creative output from those born here or drawn here and also extends to a rich worldwide diaspora.¹



Executive Summary

Cornwall has a unique and vibrant diaspora, shaped by centuries of migration. Aligned with the region's *Good Growth Plan*, The Cornwall Diaspora Strategy (2025–2028) seeks to energise the potential of this global network of people who are Cornish by origin, heritage or association to drive economic growth, investment and cultural exchange in Cornwall.

The strategy is based on research conducted in partnership between Cornwall Trade & Investment (CTI) and The Diaspora Institute (TDI), which both draws from global best practices on diaspora engagement, as well as inputs from Cornish stakeholders – at home and in the diaspora – spanning government, academia, industry and the arts. The strategy's overarching goal is to establish a sustainable framework for diaspora engagement that delivers long-term socio-economic benefits for Cornwall and its global community.

Cornwall's Diaspora Strategy

Mission Statement

Establish a sustainable and inclusive foundational architecture and operational framework for engaging Cornwall's diaspora, fostering meaningful connections that deliver lasting benefits for both Cornish communities at home and across the world.

Achieving this mission will be delivered through a three-fold approach:

- Building an architecture of diaspora engagement for Cornwall that is inclusive of the diverse local and diaspora stakeholders that can benefit from diaspora engagement.
- Building an architecture of diaspora engagement for Cornwall that is self-sustaining in the mid- to long-term.
- Ensuring that Cornwall's diaspora engagement offerings deliver material and meaningful benefits for local Cornish communities and the Cornish diaspora.

Core Principles

- **People-centric:** Benefits all demographics, fostering inclusivity.
- **Respectful:** Honours Cornwall's rich history and cultural heritage.
- **Technological:** Utilises digital platforms for enhanced engagement.
- **Evidence-based:** Integrates transparent metrics to track success.
- **Collectively owned:** Implemented through collaboration with local and diaspora stakeholders.
- **Agile:** Flexible to adapt to new opportunities and emerging trends.

Pillars

The following four pillars provide the processes to build the fundamentals of effective diaspora engagement:

Pillar	Core focus	Expected outcomes
1. Institutional & Leadership Development	Building an effective ecosystem for diaspora engagement.	<ul style="list-style-type: none"> • Establish diaspora engagement institutional infrastructure. • Develop an operational model of diaspora engagement. • Build R&D for diaspora engagement.
2. Communications & Network Building	Cultivating an active ecosystem for diaspora engagement.	<ul style="list-style-type: none"> • Enhance communications and diaspora network building, aligned with Cornwall.uk brand. • Embed a future orientated story of Cornwall through diaspora engagement. • Cultivate the diaspora's sense of belonging.
3. Diaspora Capital Engagements	Delivering an incremental set of engagements to unlock diaspora capital.	<ul style="list-style-type: none"> • Energise direct diaspora engagement activities that unlock diaspora capital. • Celebrate Cornwall's migration story through genealogy and heritage tourism. • Mobilise diaspora capital to address socio-economic opportunities and challenges locally.
4. Monitoring & Evaluation	Delivering an open and transparent system of evidence-based implementation.	<ul style="list-style-type: none"> • Promote a culture of responsible implementation. • Regularly report on the strategy's implementation.

Recommended actions

Each of the four complementary and sequential pillars has three recommended actions.

PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4
INSTITUTIONAL AND LEADERSHIP DEVELOPMENT	COMMUNICATIONS & NETWORK BUILDING	DIASPORA CAPITAL ENGAGEMENTS	MONITORING & EVALUATION
1.1 Interim Diaspora Partnerships Steering Group	2.1 Global Cornish Network & Global Cornish Forum	3.1 Cornish Calls	4.1 Annual Reports
1.2 Cornwall's Diaspora Training Programme	2.2 Cornish Diaspora Media Partnership	3.2 Cornwall Diaspora Fund	4.2 Mid-Term Opportunity Assessment
1.3 Cornish Diaspora R&D Alliance	2.3 Cornwall Diaspora Convention	3.3 Cornwall Diaspora Invests Portal	4.3 Cornwall Diaspora Strategy 2029 - 2035

Implementation Phases & Sequencing

The rollout of these recommended actions will be delivered through a phased approach that sequences key recommended actions within each phase.

1. **Phase 1:** Socialisation & Stakeholder Buy-In (by end of 2026)
2. **Phase 2:** Consolidation & Growth (by end of 2027)
3. **Phase 3:** Sustainability & Scale (by end of 2028)

Conclusion

Cornwall's diaspora represents a vast, untapped resource that can significantly contribute to its future growth. This strategy provides a structured approach to engaging Cornish communities worldwide, fostering investment and enhancing Cornwall's global identity. By implementing the recommended actions, Cornwall can leverage its global connections to drive economic and social progress, ensuring a prosperous future for both local communities and its diaspora.



Introduction

Cornwall is at the dawning of a distinctive future that can actively weave together the past, present and promise of Britain's Celtic peninsula.² Cornwall's *The Good Growth Plan* commits to "harnessing the potential within every corner of Cornwall; the potential rooted in our distinct Cornish identity, in our cultural heritage, in our geographical location and in our economic landscape and in the value of our communities and partners", to shape the future of Cornwall.³

At the heart of this mission are the Cornish people. Whether Cornish by residence, origin, heritage or association, the deep affinities that comprise the cultural and social tapestries of belonging to Cornwall are not limited by geographical boundaries; and nor is its power.

In this light, a potent new asset emerges for advancing Cornwall's socio-economic wellbeing – the Cornish diaspora. This strategy supports the existing socio-economic development planning in Cornwall to actualise opportunities across the distinctive, core and foundational sectors of Cornwall's *Good Growth Plan* through diaspora engagement.

This is designed to mirror the diaspora in being a strategy of ambitious and dynamic action. It will be led by a partnership of stakeholders in Cornwall and the diaspora around the world. Both these communities represent the fullest capitals of consistency to drive Cornwall's prosperity.

Methodology

In partnership with Cornwall Trade & Investment, The Diaspora Institute undertook a detailed desk review and consultation process with key actors in Cornwall and the Cornish diaspora. The desk review focused on ensuring that this diaspora strategy is respectful of the historical significance of migration flows to and from Cornwall, whilst aligning the document with existing development planning for the region. The stakeholder consultations, in the form of 37 key informant interviews, were conducted with representatives from academia, the arts, philanthropic sectors, government and industry. The recommendations also commit to continuing and deepening these practices of consulting and listening to local and diaspora actors.

Rationale for the Cornwall Diaspora Strategy

Diaspora is a constant in the story of Cornwall. Communities and families across Cornwall live with the reality of having friends and families scattered across the UK and around the globe. Those connections do not die with geographical distance.

In today's networked age, diaspora communities have emerged as proven assets of finance, ideas, networks and power to drive the development of their places of ancestral and affinity-based belonging. They are now capable of being "here and there".

The rationale for this strategy is based on the growth of diaspora engagement globally as well as a proprietary Cornish component to this opportunity. At the global level, diaspora engagement has gone mainstream. Over 110 countries in the world are actively engaging their

diasporas.⁴ In recent years, cities and regions have also built diaspora engagement in Denmark, Ireland, Scotland, Wales and elsewhere. This strategy is positioned to situate Cornwall within such movements.

More specifically, it is responding to a call for action from the Cornish diaspora. In existing efforts to position Cornwall as a dynamic region for social and economic prosperity, various entities have met Cornish diaspora leaders all over the world in positions of influence who are keen to support Cornwall.

This is a missed opportunity. This strategy capitalises on that opportunity. It will achieve this for the mutual benefit of Cornwall as well as Cornish communities at home and abroad.

It works to pivot through and beyond the existing commitment from CTI to build diaspora engagement to advance:

- **Economic Development and Investment:** Recognising the potential of diaspora engagement in driving economic growth, the diaspora network will encourage investment in Cornwall and support economic development initiatives in the region. By linking businesses, investors, and entrepreneurs with ties to Cornwall, the network will catalyse economic growth.
- **Networking and Collaboration:** Facilitate, through Cornwall's diaspora network, networking opportunities among its members, enabling collaboration on projects, initiatives and business ventures across borders.
- **Promotion:** Engaging the diaspora to serve as ambassadors, promoting opportunities in Cornwall overseas and creating a 'digital bridge' between Cornwall and international markets – enhancing opportunities for Cornwall's business community.

- **Community Building:** Connecting with Cornish communities throughout North America – with over two million people across the United States and Canada considering themselves to be of Cornish descent, with whole towns celebrating Cornish culture and heritage – as well as networks in Australia, Latin America, New Zealand, South Africa and beyond.⁵ This belonging is a global power for Cornwall.

Whilst being a central driver of this strategy, CTI leadership advocated to build out this strategy to be a whole-of-Cornwall response to the opportunities in diaspora engagement. Reflected by the diversity of consultations undertaken for this strategy, CTI should be commended for embracing this extension of mission. This can position diaspora engagement as a critical accelerator of growth by being the developer of development in and for Cornwall.

Section 1

Cornwall's Diaspora Asset: A Situational Analysis

For such people [Cornish Diaspora] there was in Cornwall an emotional intensity of place and an environment to fire the imagination ...a drive for understanding, for knowledge of oneself and one's location in the modern world.⁶

This section outlines a synopsis of the richness of Cornwall's migration story and how it represents a potentially disproportionate asset and driver of its future. Defined as a place with a 'culture of mobility', flows of migration to and from Cornwall have built a landscape through which the Cornish diaspora can emerge as the region's greatest asset. It has resulted in a repository of diaspora capital that can be at the forefront of growth in Cornwall. A more detailed situational analysis on the connections of Cornwall's migration story and diaspora capital is provided as an annex to accompany this document.

1.1 Defining the Cornish Diaspora

Belonging isn't just a connection to other people, but also to place, power and purpose. The experience of belonging is about connectedness through community, as well as rootedness in a place, a feeling of ownership in shared outcomes and a sense of mission with others.⁷

The uniqueness of Cornish belonging is part of its diasporic superpower. The passion for place, people and the promise of Cornwall is rooted in this belonging. And such a sense of belonging can

be proactively cultivated. This strategy works to respect the history of this uniqueness of Cornish belonging in how it defines the Cornish diaspora.

There is no one widely accepted definition of diaspora. The United Nations Migration Agency defines diasporas as “migrants or descendants of migrants whose identity and senses of belonging, either real or symbolic, have been shaped by their migration experience and background”.⁸ Definitions of diaspora have ranged from conceptualisations of diasporas as imagined communities, in-between communities, transnational and more.⁹

Applying this inclusive definition of the diaspora expands the engagement potential of the strategy.

This strategy defines the Cornish diaspora as Cornish people living outside Cornwall that are Cornish by birth, Cornish by ancestry or Cornish by choice.

1.2 Cornwall’s Migration Story: Building to Diaspora Capital

The fact that the modern Cornish are increasingly drawing attention to the presence of a global Diaspora of well over 6 million people, most of whom are the descendants of the half a million people who are estimated to have left Cornwall during the nineteenth century, is significant.¹⁰

The story of the Cornish emigration has been earmarked as “the biggest and most significant of Cornish themes”.¹¹ The region has been described as “one of the great emigration regions of Europe”.¹²

The historical data confirms this. Around a quarter of a million people left Cornwall in the century after 1815. In the last quarter of the 19th century alone, 40 percent of Cornwall’s young adult males and 25 percent of its young adult females emigrated.¹³ If the culture of mobility is rooted in history, it is playing out right now in the present.

The Good Growth Plan tellingly details that “whilst important contributions have been made to address housing issues in Cornwall, a lack of affordable homes for residents poses a fundamental risk to future growth, creating a likelihood that many of our young people will be lost from our labour force as they move away from Cornwall seeking opportunities elsewhere, where homes are more affordable”.¹⁴

This has resulted in a global Cornish family full of networks of opportunities. There are “Little Cornwalls” across the globe – from the copper

towns of South Australia and the diamond mines of South Africa to the silver mines in Mexico and other places across North America.¹⁵ This has resulted in the development of a vast array of diaspora associations and networks that can form a foundational partner network for the implementation of the recommendations that follow.

It has been noted that scholarly focus on such migration flows “reflected the historical significance of Cornwall’s emigration story but it also underscored the continuing relevance of that story in the twenty-first century to a great many people and places at home and abroad”. Milestone recognition of Cornish excellence and leadership in the world have infused this diaspora footprint.

For example, in 2006 when the mining landscapes of Cornwall and West Devon were awarded UNESCO World Heritage Site status, it was asserted that the recognition was “due recognition of the disproportionate impact of the Cornish people across the globe and the enduring strength of a transnational Cornish identity”.¹⁶ It is this disproportionate diaspora impact that this strategy works to unleash for Cornwall’s socio-economic development.

Furthermore, important additional contexts such as inward mobility to Cornwall, including regular visitors holding temporary residence in the region, has created an “affinity diaspora” of people who live outside Cornwall but who have developed their own sense of belonging to Cornwall. This brings important reflections on the reality that important parts of the Cornish diaspora may not be overseas; they may be in other parts of Britain. It also speaks to the importance of the inclusive definition built in this strategy.

What Cornwall can offer the Cornish Diaspora

An important pathway to success in diaspora engagement is to think not only about what the diaspora can offer Cornwall but what Cornwall can offer the diaspora. Cornwall can offer an authentic journey for the Cornish diaspora to build long-lasting change in their ancestral or affinity-based home. Cornwall can offer the diaspora the attention that it deserves. It can listen to the Cornish diaspora. This strategy is beginning that process. Cornwall can offer belonging to the

diaspora. These concepts may appear amorphous, but they can have material impacts for the Cornish diaspora in terms of their economic, human and social wellbeing.

What the Cornish Diaspora can offer Cornwall

The Cornish diaspora represents a unique constituency of opportunity for Cornwall. The Cornish diaspora is highly motivated, emotionally engaged and proud of their ‘Cornishness’. They bring the potential of a patriotic dividend for Cornwall. They are tolerant of Cornwall’s challenges and attuned to the opportunities. They are networks infused with local and global knowledge.

They possess a powerful range of diaspora capital.

Diaspora capital is made up of the resources available to places and organisations and consists of networks, finance, ideas, attitudes and concerns from those with a connection or affinity to those places and organisations. Diaspora capital comes in three flows – flows of people, knowledge and finance – which create different forms of diaspora capital.¹⁷ These are diaspora cultural, economic, human and social capital.¹⁸

This scope of diaspora capital categories aligns with the formative analysis of topics such as Diaspora Direct Investment (DDI). Ardovino and DeBass identify five specific roles for the diaspora through DDI.¹⁹



Figure 1 The Five Roles of Diasporas through DDI

The brain gainer role speaks to the exchange of talent, ideas and market insights between communities of origin and residence that diasporas facilitate. It can also relate to the importing and exchange of cultural norms and values. The altruistic technologist relates to the power of diasporas for innovation. They are at the forefront of innovation across sectors and geographies. The brave capital investor role relates to the diaspora's ability to be more open to risk (reflective of their tolerance for political and economic volatility).

**Cornwall requires
“patient capital” to drive
socio-economic development
(Stakeholder Insight).**

The brave capital investor positions diasporas as a repository of patient capital. This relates to the power of diaspora investment to be catalytic for other forms of investment (such as foreign direct investment (FDI)). Finally, the diplomat role speaks to the importance of how the diaspora can shape the “place brand” of Cornwall and communicate its ambition in rooms of influence.

These insights pinpoint the diversity of diaspora capital open to Cornwall. Moreover, in rooting Cornwall's ambition in its current strategic plans, this strategy can maximise the diaspora's contributions to local priorities.

1.3 Diaspora in the Future of Good Growth in Cornwall

Cornwall's growth plan is rooted in partnership and collaboration and Cornwall Council understand the importance of strong leadership, stable political conditions and their central role as convener. It commits to using their broad range of influence to support the growth and development that Cornwall wants to see.

The prominence of partnership and collaboration within Cornwall's *The Good Growth Plan* amplifies the opportunity to integrate diaspora networks into such processes. By doing so, it can unlock divergent forms of diaspora capital to bring multiple impacts into the sectoral priorities underpinning Cornwall's socio-economic wellbeing. These are based on the distinctive, core and foundational sectors outlined in *The Good Growth Plan*. These are visualised below in Figure 2.

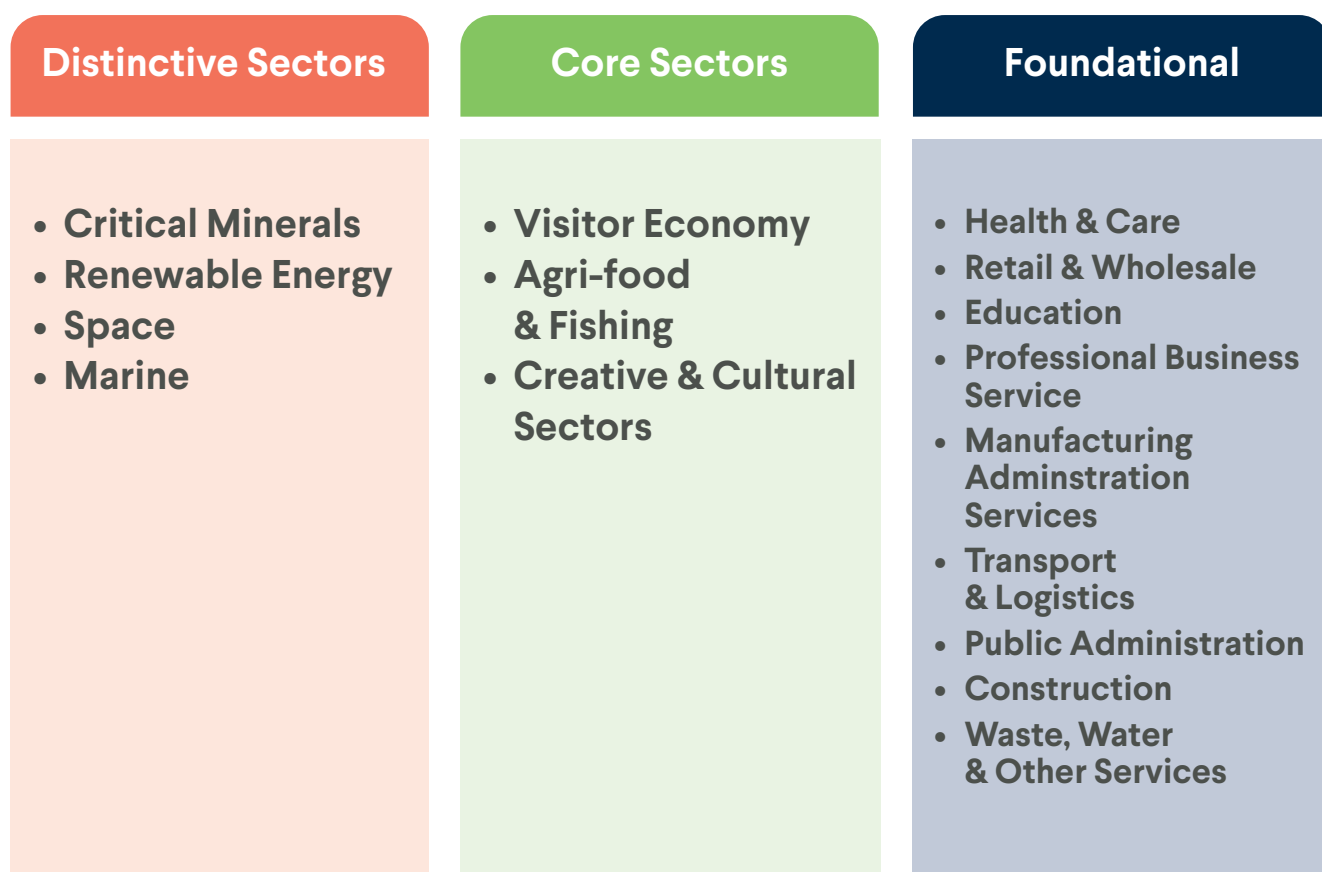


Figure 2 Snapshot of Cornwall Sector Focus

Diaspora capital can play integral roles in underpinning growth in such sectors. The Cornish diaspora can be a critical enabler of infrastructural development across many of these sectors. In terms of the distinctive sectors, the diaspora represents greater access to markets and market intelligence to deliver increased competitiveness for Cornish companies and innovation.

The diaspora are natural gateways to partnership and investment opportunities. Across the core sectors, the Cornish diaspora reflects a powerful consumer base and investor for key industries such as the visitor economy and creative and cultural sectors. Beyond the consumer and marketing lens, more transformative engagement areas also emerge.

The more emotive commitment of the Cornish diaspora through community-based engagements and patient capital underscore its role as a transformative driver of growth in the foundational sectors. This can have important impacts on key challenges in areas such as demography, housing, education and other strategic priorities for the long-term economic security of Cornish communities.

This positions diaspora engagement as a natural ally in the new frontier facing Cornwall beyond the Shared Prosperity Fund (UKSPF), the UK government's support for places across the UK. The strategic aims of the UKSPF Good Growth Fund for Cornwall – community and place, support for local communities and people and skills – can all be served by diaspora capital.²⁰ As budgetary limitations expire on this fund, there is an opportunity to situate diaspora capital as a tool to reimagine how to support local Cornish communities with the funding and infrastructure required to thrive.

Aligning plans for diaspora engagement and growth in Cornwall with world leading approaches to issues of growth (such as the World Economic Forum's Future of Growth) along with best-in-class diaspora engagement can help develop cutting edge framing and recommendations through this strategy.²¹ These recommendations must be rooted in addressing the feedback provided by local stakeholders in the development of this strategy.

1.4 Applying Stakeholder Insights

Incubating and activating diaspora impact for the socio-economic development of Cornwall will be dependent on addressing a core set of foundational elements identified across the strategy development process. These elements cut across key areas in terms of organisational, operational and leadership components.

In deciphering and coding the feedback generated through this strategy's development, five core areas of behavioural and technical skills emerged. Some have been addressed already in this strategy, such as definition.

ATTITUDINAL
Insights addressing the key attitudinal/behavioural elements to effectively energise diaspora engagement for Cornwall.
DEFINITIONAL
Insights addressing how to best define the Cornish diaspora to advance an inclusive diaspora strategy for Cornwall.
COMMUNICATION
Insights addressing the optimal communication and networking tools to energise diaspora engagement for Cornwall.
CAPITAL
Insights addressing priority areas for attracting diaspora capital for Cornwall.
OPERATIONAL
Insights addressing core functional capacities to ensure sustainable diaspora engagement for Cornwall.

Figure 3 Thematic Synopsis of Stakeholder Insights

Attitudinal

The consultations' attitudinal reflections highlighted the following strategic imperatives:

- Embrace the changing funding landscape facing Cornwall, which includes looking outwards and diversifying away from traditional donor reliance to attract private capital for socio-economic development.
- Embed respect for the traditional values of Cornwall.
- Embrace a more inclusive approach to community engagement – including diaspora engagement (e.g., the potential capacity of affinity diaspora such as second homeowners in Cornwall).
- Devise, through diaspora engagement, a transformative vision for Cornwall built on a blend of pride and confidence for what Cornwall can achieve in the future.

There needs to be world class projects to attract world class talent.

(Stakeholder Insight)

Definitional

There was a strong alignment on the optimal definition approach to the strategy, which should be inclusive of the following persons:

- Cornish born people elsewhere in the UK and around the world.
- Communities of Cornish ancestry.
- Individuals with an affinity to Cornwall.

It was relayed that these layers of the community represent distinct diaspora segments, and that this strategy will need to encourage access for all by embedding partnerships across institutions to serve these different diaspora constituencies.

Communication

A consistent theme across the consultations, linked to areas of attitude and definition, was communication, including the following insights:

- **Education:** Many highlighted the importance of building educational and informational content for local and diaspora communities to relay the potential value of diaspora engagement. For example, it was suggested that in a market analysis for creative industries, the inclusion of the Cornish diaspora played a critical role in the justification of a market size of 25 million people for Cornish creative products and services.
- **Storytelling:** A consistent discussion across consultations was to encourage a more ambitious and proactive storytelling on Cornwall and diaspora engagement. This storytelling needs to both communicate Cornwall's history and heritage, as well as the opportunities open in Cornwall – both of which are integrated into this strategy. The commitment to advance the Cornwall.uk digital presence can be a powerful vehicle for such storytelling.

A key challenge is our ability to “surface investors”.

(Stakeholder Insight)

- **Diaspora success stories:** Linked to storytelling was that this strategy was encouraged to find ways of celebrating local and diaspora success.
- **Authenticity and Belonging:** A strong emphasis emerged on protecting the unique culture of Cornwall while positioning it as a way to build authenticity and belonging with the diaspora.

Capital

The consultations identified numerous and diverse opportunities for engaging diaspora capital:

- **Sector alignment:** There was strong guidance on ensuring sector alignment with Cornwall's development vision. The critical bridging sector regularly mentioned was mining. Beyond this, other sectoral priorities identified were agri-tech, creative industries, energy, food and drink, space/science and the visitor economy.
- **Investment:** An inclusive scope was promoted in terms of diaspora investment. The critical pillars across this scope were:
 - **Philanthropic:** The deep affinity of the Cornish diaspora to Cornwall as a place and Cornish communities was amplified throughout as a portal to explore philanthropic support for Cornwall (including potential resourcing of the wider diaspora engagement initiative in Cornwall).
 - **Entrepreneurial and micro, small, and medium enterprise (MSME) investment:** The idea of unearthing investment mechanisms for the diaspora to support entrepreneurship, innovation and investment into the MSME sector in Cornwall was strongly encouraged.
 - **Infrastructural investment:** A consistent theme in terms of long-term growth for Cornwall was to explore ways in which the diaspora could catalyse investment in sectors critical to the enabling environment for Cornish business and wider community wellbeing.
 - **Blended investment:** Elements of these three pillars may blend. For example, there could be a potential to examine the role of diaspora philanthropy as a tool for infrastructural investment.
- **Market and social capital:** Consultations suggested there was critical market and social capital in the Cornish diaspora that could support Cornish development. For example, ideas were shared of executive

leaders in multinationals and market leading entities who could provide critical market access and intelligence for Cornish industry leaders.

There are no “Big Businesses” with a presence in Cornwall and we know we have an influential diaspora in some sectors that could help with that.

(Stakeholder Insight)

- **Talent:** The consultations identified the need to envision diaspora engagement as a tool to address critical skills-gaps and talent shortages in Cornwall. This was linked to the demography of Cornwall and the need to ensure Cornwall emerges as a place of opportunity for talent.

cohort of local and diaspora leaders be embedded as reputational security for the process. The strategy must find ways of securing early buy-in from such individuals and a core team must be situated to cultivate those relationships.

Show that the Cornish diaspora has ‘power’. It may mean starting by mapping the diaspora to find 10 people who can cut a cheque or support this in different ways.

(Stakeholder Insight)

Operational

The consultations unearthed invaluable guidance on how to operationalise diaspora engagement:

- **Governance and responsibility:** The strategy must incorporate a foundational decision on who should be responsible for diaspora engagement and how it can be governed to best serve Cornwall. This brought blended insights on the prospective leadership of CTI and the council into consideration.
- **Resourcing and sustainability:** Participants strongly emphasised the need to ensure sustainability of resources in the phasing of action in diaspora engagement. This is related to both human and financial resources.
- **People, leadership and reputational security:** A subtle but telling insight was the need to unearth leadership to drive diaspora engagement in Cornwall. It was relayed that it is imperative that a select

1.5 Key Factors for Success in Diaspora Engagement

Bringing recommendations forward to address these challenges and opportunities can be shaped through existing knowledge on operationalising diaspora engagement. Key factors for success in diaspora engagement can be drawn from existing market knowledge. This section of the document provides a synopsis of the main cohort of key factors for success that can help inform the recommendations of this strategy. It also outlines dynamics to be conscious of within diaspora engagement to provide insight on risks to mitigate for Cornwall.²²

Key Factors for Success	Things to be Aware of within diaspora engagement
Make a Decision; Dedicate Resources and People; Upskill on Skills of Diaspora Engagement; Audit other countries/places; Remember diaspora is 'all about place'; Think quality not quantity.	Firework Syndrome [i.e. lack of sustainability in planning]; Lack of Data; Targeting the Wrong Diaspora Groups; Fuzzy Maths; Lack of measurable goals; Lack of Listening; Weak Initiatives focusing on Activity rather than Progress; Funding; Not embracing technology.

Figure 4 Factors for Success and Things to Look Out For in Diaspora Engagement

These operational insights are also underpinned by three essential elements to make diaspora engagement prosper. These are the baseline ingredients for success in diaspora engagement.

The Baseline Ingredients for Success

To successfully raise support from the diaspora, there needs to be three key ingredients in place. If any one of these is missing it is difficult to succeed. They are:

1. A great case powerfully articulated

- All causes are good and deserving so it is important that your cause differentiates itself from the others.

2. A constituency of support

- There has to be a base of support and the key questions on your diaspora are – who are they, where are they and what are they doing.

3. Leadership

- There must be people at an organisation, staff and donor level who are willing to step up and lead by example.

With these in place, it is imperative to recognise the harsh realities of effective diaspora engagement.

These are:

- a. Support from the diaspora is not given – it must be raised.
- b. People give to people they like and trust – if they do not like you and trust you then they will not give to you. You cannot trick them into it.
- c. Support is not offered – it must be asked for. If you do not ask, you do not get.
- d. Support is attracted by strength not weakness, success not failure. People like to back winners.
- e. Support is not raised at your desk – a bad day on the road beats a good day in the office This means spending an extensive amount of time with prospective supporters where they live.
- f. General evangelical exhortations to large groups in the diaspora do not result in major investments. They sound good but nothing happens. Diaspora fundraising and 'friend-raising' is a face to face, heart to heart emotional business.
- g. The number one reason why people in the diaspora invest their time, talent or treasure is belief in the mission of the organisation/project looking for support. The number two reason they give is because of who asks them.
- h. Major donors in the diaspora do not give to satisfy the needs of the project – they give to satisfy their needs. They are looking for a partner to help them to satisfy their needs. One they can trust. They want to be part of a partnership not a solicitation.
- i. Major donors want to give through an organisation not to an organisation.

- j. Diaspora donors want to be heard and involved – not ignored and treated like an ATM. They want to be contacted to learn about the impact of their investment and not just for a further solicitation.²³

With this guidance set, this document now sets forward the mission, principles and recommendations of Cornwall's diaspora strategy to respond to the needs and opportunities unearthed in the strategy development process.



Section 2

Cornwall's Diaspora Strategy: Mission & Principles

Based on the findings of the situational analysis and rationale for this strategy, this section outlines the core mission of the strategy. It then develops the core principles that will act as cross-cutting commitments to advance the correct spirit of diaspora engagement in the recommendations that follow. The mission and principles are the north star guidance of this strategy.

2.1 Mission Statement

Establish a sustainable and inclusive foundational architecture and operational framework for engaging Cornwall's diaspora, fostering meaningful connections that deliver lasting benefits for both Cornish communities at home and across the world.

Achieving this mission will be delivered through a three-fold approach:

- Building an architecture of diaspora engagement for Cornwall that is inclusive of the diverse local and diaspora stakeholders that can benefit from diaspora engagement.
- Building an architecture of diaspora engagement for Cornwall that is self-sustaining in the mid- to long-term (within 3 years).
- Ensuring that Cornwall's diaspora engagement offerings deliver material and meaningful benefits for local Cornish communities and the Cornish diaspora.

2.2 Principles

The implementation of this strategy will be driven by these core principles:

- **People-centric:** Brings benefits to all demographics of Cornish society inclusive of all generations and gender.
- **Respectful:** Respectful of the deep history of Cornish emigration and existing diaspora organisations working to engage the Cornish diaspora.
- **Technological:** Delivers a blended “high-tech” and “high-touch” model of diaspora engagement to capitalise on technological innovation.
- **Evidence and results-based:** Embodies a culture of transparent reporting and utilisation of data to inform the strategy’s implementation and future modification.
- **Collectively owned:** Delivered in partnership with Cornish institutions and communities at home and abroad.
- **Agile:** Responsive to opportunities that may emerge through this phase of diaspora engagement with a commitment to actioning on new opportunities as they are identified.

Section 3

Cornwall's Diaspora Strategy: Action Areas

There have emerged new geographies of connectivity...At the same time, diasporas are actively engaging arenas of transnational commerce, communications and politics in ways that disrupt normative ideas and practices of global governance, reflecting the polylateral relationships of power in an increasingly networked world.²⁴

The strategy delivers the mission statement and principles through four pillars of action that reflect the challenges and opportunities of the nascent nature of formal diaspora engagement in Cornwall. They also represent an integrated and phased process of action that can simultaneously deliver a robust institutional framework for diaspora engagement to ensure sustainability whilst concurrently developing engagement actions that generate impact from diaspora capital for Cornwall immediately.

Diaspora engagement is a fluid process. Therefore, whilst these pillars represent the core priorities, other innovative engagement opportunities will emerge as the strategy gets implemented. This calls for the strategy's implementers to adopt an agile and reflexive mindset.

3.1 Pillars of Cornwall's Diaspora Strategy

The pillars of action within this strategy are visualised in Figure 5. These pillars provide the processes to build the fundamentals of effective diaspora engagement. They allow

effective formalisation to spur the allocation of critical resources to underpin diaspora engagement – financial, human and technical resources.

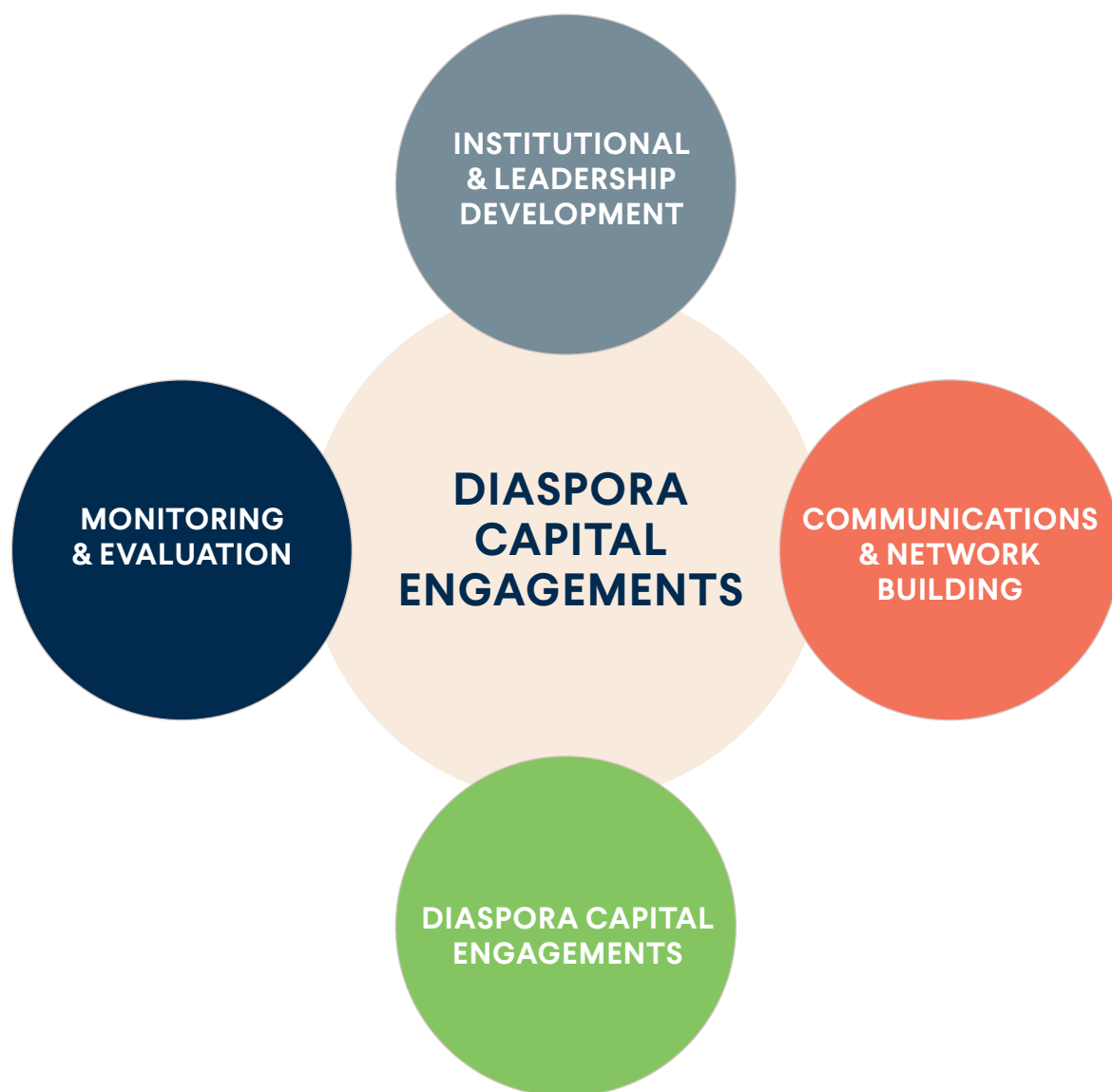


Figure 5 Pillars of Cornwall
Diaspora Strategy 2025 - 2028

3.2 Expected Outcomes of Pillars

Each of the pillars have a core set of expected outcomes built through a core focus. These are outlined here:

PILLAR 1

INSTITUTIONAL & LEADERSHIP DEVELOPMENT

Core focus: Building an effective ecosystem for diaspora engagement.

Expected outcomes: Strategically invest in the infrastructure of diaspora engagement. This includes ensuring an effective incubation phase of formal diaspora engagement with baseline financial, human and technical resources. It will also strive to ensure support and upskill key individuals responsible for diaspora engagement in Cornwall.

Pillar 1 will also build a sustainable and independent operational model of diaspora engagement inclusive of the diverse stakeholders who represent or have an interest in engaging the Cornish diaspora.

Finally, it will build effective research and development (R&D) to drive results-based and evidence-based engagement of the Cornish diaspora.

PILLAR 2

COMMUNICATIONS & NETWORK BUILDING

Core focus: Cultivating an active ecosystem for diaspora engagement is built within the Cornish diaspora.

Expected outcomes: Enhance communications and network building with the Cornish diaspora. This includes critical listening exercises to validate the initial engagement plans of Cornish stakeholders with the Cornish diaspora to address their suitability. It will also develop a two-track networking solution for Cornish diaspora engagement that can ensure active inclusion in the activities envisioned in pillar three of this strategy.

Finally, this pillar will embed a more proactive and future orientated story of Cornwall through diaspora engagement. This will include developing tools like reward and recognition schemes and multi-media informational products, while showcasing Cornish excellence locally and in the diaspora and fostering next generation storytelling to cultivate the diaspora's sense of belonging for Cornwall. Strategic alignment with the Cornwall.uk digital brand and presence can help streamline such efforts.

PILLAR 3

DIASPORA CAPITAL ENGAGEMENTS

Core focus: Delivering an incremental set of engagements to unlock diaspora capital to support the socio-economic development of Cornwall.


Expected outcomes: Energise direct diaspora engagement activities that unlock different forms of diaspora capital. This will include actions that produce direct impact on the *Good Growth Plan* priority areas. This will include a commitment to the celebration of Cornwall's migration story through genealogy and heritage tourism, as well as mobilising diaspora capital to address socio-economic opportunities and challenges locally, such as increasing infrastructural and impact investment and catalysing entrepreneurship and industry across key sectors.

PILLAR 4

MONITORING & EVALUATION

Core focus: Delivering an open and transparent system of evidence-based implementation for the strategy.

Expected outcomes: Promote a culture of responsible implementation. This includes regular reporting on the strategy, collation of key metric data aligned with the accompanying action plan and tools for distribution of Monitoring & Evaluation (M&E) outputs. For example, it is envisioned that as a baseline, each recommended action is embedded with key milestones on M&E which will be incorporated into an annual reporting of progress.



PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4
INSTITUTIONAL AND LEADERSHIP DEVELOPMENT	COMMUNICATIONS & NETWORK BUILDING	DIASPORA CAPITAL ENGAGEMENTS	MONITORING & EVALUATION
1.1 Interim Diaspora Partnerships Steering Group	2.1 Global Cornish Network & Global Cornish Forum	3.1 Cornish Calls	4.1 Annual Reports
1.2 Cornwall's Diaspora Training Programme	2.2 Cornish Diaspora Media Partnership	3.2 Cornwall Diaspora Fund	4.2 Mid-Term Opportunity Assessment
1.3 Cornish Diaspora R&D Alliance	2.3 Cornwall Diaspora Convention	3.3 Cornwall Diaspora Invests Portal	4.3 Cornwall Diaspora Strategy 2029 - 2035

Figure 6 Recommended Actions of Cornwall Diaspora Strategy 2025 - 2028

Section 4

Cornwall's Diaspora Strategy: Recommended Actions

This section outlines the recommended actions across the strategy's four pillars. This includes a description of key functions within each pillar as well as case studies from diaspora engagement globally that support Cornish stakeholders, at home and abroad, to glean insights on success and failure to drive their preferred final design of the recommended actions.

This is followed by an overview of the action plan. The actions in their current form are suggested options. The final branding of the actions should be determined through the incubating governance tools developed in Pillar 1. This will ensure that Cornish stakeholders are empowered to shape the work they wish to undertake in diaspora engagement – central to principles 1 (people-centric), 2 (respectful) and 5 (collectively owned).

4.1 Recommended Actions

Each pillar has three recommended actions. They are designed in a way to be integrated in action so that each pillar supports the others. They are also incremental in the required capacity to develop given the embryonic nature of formalised diaspora engagement in Cornwall. Ultimately, upon their completion, they will equip Cornwall with an independent and sustainable ecosystem of diaspora engagement that can bring impact for both local Cornish and Cornish diaspora communities.

PILLAR 1**INSTITUTIONAL AND LEADERSHIP DEVELOPMENT**

In their totality, these recommendations, if successfully delivered, will increase the internal capacity across key institutions and individuals within Cornwall to develop a more robust architecture for diaspora engagement.

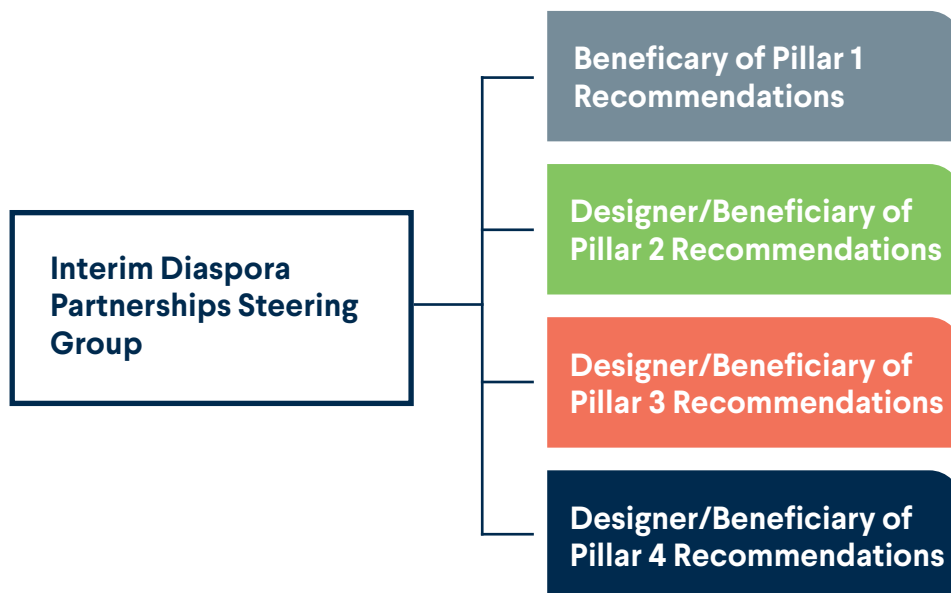
Recommended Action 1.1**Interim Diaspora Partnerships Steering Group**

Figure 7 Visualisation of Governance Approach (Inputs & Outputs)

This is an incubation governance framework to operate for the first 18 months of this strategy. It is recommended to adopt a whole-of-society approach to diaspora engagement to accelerate resource mobilisation, network development and lead generation for diaspora engagement. It should be co-chaired by CTI and a leading non-council representative nominated by the involved stakeholders.

This steering group will become the central unit through which the other recommendations will be designed and delivered. This will include allocation of roles and responsibilities to the optimal local stakeholders aligned with the specific areas engaged in each recommendation, whether they be public or private sector entities.

The Interim Diaspora Partnerships Steering Group and the long-term transition to a standalone entity in Cornwall is the **ONLY** institutional entity to be created through this strategy. The other recommended actions are initiatives that are generated through this entity and the partnerships possibly within it. This ensures Cornish stakeholders are the designers and beneficiaries of the initiatives.

Participant stakeholders will also develop an institutional opportunity assessment that outlines priorities that they would like to capitalise on within diaspora engagement. This can act as a collaborative process to identify the optimal short, mid-, and long-term partnerships locally that can drive effective diaspora engagement. These will represent the specific aims to be embedded into the initiatives outlined in the other recommended actions.

The culmination of this incubation phase must be shaped to represent an exit strategy for local government ownership of the diaspora engagement processes in Cornwall towards an independent public-private model of diaspora engagement.

» KEY OUTPUT

Standalone, resourced entity for diaspora engagement with necessary staff and budget.

CASE STUDY

GERMIN

Germin is a non-governmental organisation that uses technology and virtual channels to connect and engage the Albanian diaspora in advancing the development and democratisation of their country of origin. It is run and supported by a group of diaspora professionals ranging from the fields of public policy, finance, information, technology, law, education, security and diplomacy.

It has built a network of over 30,000 diaspora professionals in 28 countries and has 250 partner organisations. They drive diaspora impact through specialist engagements in the areas of advocacy and diplomacy, knowledge exchange, diaspora philanthropy, diaspora investment and diaspora youth engagement.²⁵

Recommended Action 1.2

Cornwall's Diaspora Training Programme

This is a blended training programme on diaspora engagement to be built for the participants of the governance incubator. It will also nurture other critical skills development processes such as peer-to-peer learning exchanges with other entities working on diaspora engagement in the Celtic nations and beyond. Within this recommendation, it is also encouraged that strategic use of existing convening mechanisms for Cornwall, such as the Interceltic Business Forum, embed a diaspora component to enhance awareness, education and learning on the topic across Cornwall and the partners of Cornwall. These processes can also spur collective advocacy for stronger inclusion of diaspora engagement at a UK level to unlock additional resources.

» KEY OUTPUT

Upskilled staff ready to drive diaspora engagement and core set of operational alliances to support engagement.

CASE STUDY

GLOBAL DIASPORA POLICY ALLIANCE

In 2022, the Government of Ireland and the United Nations hosted the Global Diaspora Summit. As part of this summit, the Dublin Declaration was endorsed. This declaration set forward a new vision for an agenda of future action in global diaspora engagement. The Dublin Declaration also set out specific recognition of the importance of diaspora engagement to local development.

The first commitment of the declaration was the creation of a Global Diaspora Policy Alliance (GDPA). This alliance aims to leverage the knowledge, innovation and resources of diaspora communities to create lasting solutions to global challenges by building a process for participants to share their models of diaspora engagement.

At a more bilateral level, there are ample examples of peer-to-peer knowledge exchange on diaspora engagement. For example, over the past few years, different actors in Ireland have held high-level and technical study visits on diaspora engagement for governments and private actors.²⁶

Recommended Action 1.3

Cornish Diaspora R&D Alliance

This alliance unites research focused entities in Cornwall to drive the necessary dynamics of R&D for diaspora engagement. This will cut across areas of research pertinent to the mapping of Cornish communities globally, developing content for supporting communication and outreach, analysing market opportunities in Cornwall and more. The inherent nature of diaspora communities is that they are fluid and mobile. To bridge the past to the future through diaspora engagement, this alliance will have the responsibility to identify and track the changing composition and engagement capacity of the diaspora as well as scope how these can align with Cornwall's socio-economic development priorities. Ideally, this should be a collaborative, low-cost and inter-disciplinary alliance which embeds diaspora research further into existing research activities within such entities in Cornwall.

» KEY OUTPUT

Targeted indexing of diaspora capacity, propensity and opportunities.

CASE STUDY

GLOBAL LIMERICK NETWORK

The Global Limerick Network (GLN) connects the estimated 3.5 million individuals worldwide with ties to County Limerick, Ireland. Launched in 2013, the GLN is led by Limerick City and County Council in partnership with key stakeholders. The initiative aims to create a vibrant, integrated global community that unites those residing in Limerick with the diaspora. It provides a platform for engagement, networking, and information exchange, fostering a global Limerick community based on mutual support and shared interests.

Since its inception, the GLN has undertaken several initiatives to engage the Limerick diaspora. It launched an online survey, "Connecting with Limerick", to gather insights from the diaspora, informing the network's future directions.²⁷

PILLAR 2

COMMUNICATION
& NETWORK BUILDING

In their totality, these actions will raise awareness of formal diaspora engagement efforts within the Cornish diaspora. They will nurture trust from the diaspora by positioning them as central to the process. They will also build a high-tech and high-touch approach to diaspora engagement and support a more robust infrastructure for diaspora engagement.

Recommended Action 2.1**Global Cornish Network & Global Cornish Forum**

This recommendation is focused on nurturing a two-tier network development process for diaspora engagement in Cornwall. The dual approach engages the talents and expertise within the Cornish diaspora and provides tools to ensure inclusion of segmented networks for key demographics such as youth and women leaders. Each network offering should develop a recognition award for excellence service to Cornwall across sectors. This can be akin to the Presidential Distinguished Service Award in Ireland for the Irish diaspora.²⁸ An early win in this regard could be to integrate diaspora into existing recognition programmes in Cornwall across different industries.

The first layer is a Global Cornish Network, which is a purpose-driven network that enables Cornish diaspora communities to engage with Cornwall on socio-economic development. The network's development will be driven through content and media outreach outlined in the next recommended action. To drive registration, the network will be the portal through which the Cornish diaspora can access exclusive storytelling and business development content from Cornish stakeholders.

This will be supplemented by a Global Cornish Forum to run parallel with the current Economic Forum in Cornwall. The structure of this forum should align with the Cornwall and Isles of Scilly

Economic Forum's sectoral priorities (and the *Good Growth Plan* more broadly) and invite prominent Cornish diaspora leaders within those sectors. The Global Cornish Forum should run a maximum of 18 months as the purpose of this network is to support the transition to a standalone entity for diaspora engagement in Cornwall based on the validated interest of the diaspora. A nominated lead from the Global Cornish Forum can be invited to represent the diaspora on the Cornwall and Isles of Scilly Economic Forum.

The first action to initiate both these network processes is for a nominated member representing Cornwall's Diaspora Strategy to undertake a sensitisation mission to key locales of the Cornish diaspora globally to ensure active buy-in from existing diaspora institutions and leaders.

» KEY OUTPUT

Tailored networks of diaspora leadership and expertise designed to validate and support the value proposition of diaspora engagement for Cornwall through the provision of reputational security.

CASE STUDY

CONSELHO DE DIASPORA PORTUGUESA

The Portuguese Diaspora Council is a “non-profit private association, founded on 26th December 2012, with the high patronage of the President of the Portuguese Republic”, with twenty-four founding-partners subscribed to the act of Constitution of the Council. The main purpose of the association is to “strengthen relations between Portugal and its diaspora, Portuguese and descendants, for the uplift of the country’s values and culture, image and reputation, and thus for the development and prosperity of Portugal”.

The main action instrument of the Portuguese Diaspora Council is the ‘World Portuguese Network’ that involves “an extended group of Portuguese of proven influence who keep most of their activity abroad and have distinguished themselves in their field of expertise, namely Culture, Citizenship, Science and Economics”.²⁹

Recommended Action 2.2

Cornwall Diaspora Media Partnership

This partnership is designed for Cornwall stakeholders to enact a multi-media content engagement of the Cornish diaspora. This will be driven through social media and other channels to engage different generational audiences on diaspora engagement in Cornwall. It should support established local media outlets – audio, print and visual – to actively publish diaspora-related or diaspora-generated content (such as profiling Cornish diaspora success stories or developing diaspora sections of local publications). Through such partnerships, it can help amplify awareness of the Cornwall.uk brand and digital home as well as other connection points such as the Global Cornish Network website and LinkedIn page.

Within this partnership, a Diaspora Stories Campaign can act as a competitive competition to encourage local content and media actors to develop authentic Cornish material to be integrated into Cornwall's diaspora engagement story. Such a campaign can leverage artificial intelligence and engage schools and colleges to raise awareness of Cornwall's emigration story and diaspora ambitions.

CASE STUDY

IRISH TIMES ABROAD

Irish Times Abroad is a home for Irish-connected people around the world, with first-person stories, news, interviews, features and opinion by and about the global Irish community. It shares news on emigration issues and provides a digital home for Irish-connected people to submit and share their stories.³⁰

» KEY OUTPUT

An irrefutably authentic Cornish messaging on diaspora engagement led and owned by Cornish communities at home and abroad.

Recommended Action 2.3

Cornwall Diaspora Convention

This world-class intimate convening would bring together local and diaspora expertise across industries in Cornwall to address local socio-economic opportunities and challenges. The convening should represent a blend of a conference with an active marketplace to build connections between Cornish private sector and non-profit stakeholders with diaspora leaders. The long-term aim is to hold the convention every two years as a space to energise other actions built within this and future strategies for Cornwall. Strategic mini-conventions can be held in countries of residence of the diaspora in the two-year period in between the Cornwall-based convenings.

» KEY OUTPUT

Targeted intervention that consults the Cornish diaspora on what they would like to achieve in and for Cornwall as well as the development of people-to-people links to drive collaboration across sectors.

CASE STUDY

COPENHAGEN GOODWILL AMBASSADORS

The Copenhagen Goodwill Ambassadors programme is a network-based model of ceremonial “ambassadors” to promote Copenhagen and Denmark globally. There are more than 50 ambassadors in over 25 countries. The Copenhagen Goodwill Ambassadors was founded by Copenhagen Capacity and Wonderful Copenhagen in 1996. Through their strong global network and high-level business positions, the ambassadors promote Denmark and Copenhagen internationally in order to attract foreign investors, companies, conferences, talents and tourists. Every year, the Goodwill Ambassadors meet in Copenhagen for the annual seminar. During their stay, the network is introduced to international initiatives, challenges and successes of Copenhagen as well as government representatives, Danish business and cultural personalities and decision makers.³¹

PILLAR 3

DIASPORA CAPITAL ENGAGEMENTS

In their totality, these actions will provide the bandwidth for an inclusive application of diaspora capital to support socio-economic development in Cornwall. Likewise, it layers in opportunities across the distinctive, core and foundational sectors outlined in Cornwall's **Good Growth Plan**. Furthermore, it provides the processes and platforms for the Cornish diaspora to build tangible impact from their commitments in Cornwall.

Recommended Action 3.1

Cornish Calls

This diaspora heritage tourism initiative serves as a calling card to the world on the distinctive and core sectors driving Cornwall's growth. It is an invitation to the Cornish diaspora to return home to explore their genealogy and attend structured events showcasing the potential of Cornwall. A year-long calendar of events can be built with partners to help reduce the visitor economy's reliance on the narrow summer season. Whilst being a natural contributor to core sectors such as the visitor economy, specialised callings should be built around Cornwall's distinctive sectors (e.g., a scientific diaspora calling).

» KEY OUTPUT

A calendar of invitations for Cornish diaspora callings to be held throughout a year to build specialist networks of interest between local Cornish communities and the diaspora.

CASE STUDY

THE GATHERING IRELAND

In 2013, Ireland hosted The Gathering – a year-long tourism initiative deemed the largest tourism initiative undertaken in Ireland. The Gathering succeeded in achieving its ambitious goal of engaging the people of Ireland to invite diaspora and friends to attend over 5,000 special Gathering events right across the country. The power of personal invitations was one of the great successes of The Gathering.

The project is estimated to have delivered at least 250,000 to 275,000 additional tourists in 2013. The additional revenue generated by these tourists is estimated conservatively to be €170 million. Whilst supported by a core budget, it also raised an additional €8 million in third party cash and in-kind donations. The new programme for government in Ireland has committed to hosting another invitation tourism initiative.³²

Recommended Action 3.2

Cornwall Diaspora Fund

This philanthropic vehicle would be developed in partnership with existing institutions in Cornwall to attract diaspora funding that addresses the foundational growth sectors and challenges facing Cornwall to unlock more substantive economic opportunity. This funding facility will enable the diaspora to make tax-efficient and targeted investments in the wellbeing of Cornwall. For example, the diaspora can establish tax efficient Donor Advised Funds within a vehicle such as Cornwall Community Foundation which could allow individuals and corporates to use these structures to support approved charitable entities back in Cornwall.

Within the fund, critical empowerment processes for non-profit organisations such as innovation challenges and social enterprise competitions can be developed. The fund, supported by CTI and partners, should be managed by a private independent entity with clear guidelines on governance, transparency and reporting.

» KEY OUTPUT

A social impact leaning funding facility for the Cornish diaspora to support local non-profit entities develop root cause-oriented change to pressing socio-economic challenges in Cornwall.

CASE STUDY

THE HELLENIC INITIATIVE

The Hellenic Initiative (THI) is a global nonprofit organisation that brings together Diaspora Greeks and Philhellenes to invest in the future of Greece through programmes focused on crisis relief, entrepreneurship, and economic development. Founded in 2012 by members of the global Greek and Philhellene communities who were compelled to respond to Greece's worsening economic crisis and inspired to help shape Greece's long-term recovery.

To date, THI has facilitated \$23.2 million in investments in Greece since inception with \$13.2 million invested in 104 economic development grants and \$10 million invested in 218 crisis relief grants. It has resulted in over 4,500 direct job placements in Greece to reverse the brain drain. Over 1.5 million hours of mentoring has been provided on soft and hard skills. Over \$6 million in funding awarded to start-up companies with promising business plans. THI has engaged with over 40,000 entrepreneurs and talented young professionals.³³

Recommended Action 3.2 continued

Cornwall Diaspora Fund

CASE STUDY

THE POWER OF ONE INDIVIDUAL: CHUCK FEENEY

Chuck Feeney was an Irish American philanthropist. He was born in New Jersey in 1931 during the Great Depression of Irish American parents. He was the first in his family to go to college on a United States military scholarship after service in the army. In the 1950s he started selling duty-free goods to US service personnel in Asia and in 1960 he founded the Duty-Free Shoppers Group with his college classmate Robert Warren Miller. By 1982, Feeney had decided his mission was to give his massive wealth away and he founded Atlantic Philanthropies.

Feeney, who traced his roots to Co Fermanagh, also donated billions to Ireland. More than \$1.3 billion went to projects in the Republic while \$570m went to Northern Ireland. His giving while living philosophy inspired other billionaires most notably Bill and Melinda Gates and Warren Buffett to redistribute their wealth.³⁴

Recommended Action 3.3

Cornwall Diaspora Invests Portal

Aligned with the Global Cornish Network, the Cornwall Diaspora Invests Portal focuses on the development of a matchmaking process for Cornish micro, small and medium enterprises (MSMEs) to diaspora investment. This will include a portal that showcases Cornish MSMEs to the diaspora. It will also include a “digital pitch” function where Cornish business leaders can tell their business stories and outline their potential for investment and/or areas of business mentorship they would like to receive from the Cornish diaspora.

» KEY OUTPUT

Digital solution to showcase
Cornish industry to attract diaspora
direct investment (financial and
non-financial capital).

CASE STUDY

GLOBAL WELSH

In 2024, GlobalWelsh in partnership with Dŵr Cymru Welsh Water published a groundbreaking study of the Welsh diaspora revealing an opportunity to transform decades of “brain drain” from Wales into significant economic advantage and an extraordinarily strong cultural connection that could amplify Wales’s global soft power. The research, conducted by Tokyo-based academic Dr. Sarah Louisa Birchley of Toyo Gakuen University surveyed, over 1,700 members of the Welsh diaspora across 45 countries. The research profiled a highly educated and, entrepreneurial network with a strong appetite for investment in Wales and return migration to Wales.³⁵

In addition to this, Global Welsh has an investor portal where membership is open to “angel investors, family offices & fund managers”.³⁶ This provides members with access to networks and investment opportunities to support businesses in Wales.

PILLAR 4**MONITORING & EVALUATION**

In their totality, these actions will provide critical short and mid-term evaluation output. It will also provide important transition planning to future operations and strategic design of diaspora engagement in Cornwall.

Recommended Action 4.1 **Annual Reports**

The interim governance framework should publish annual reports detailing all its activities on diaspora engagement. This should be published on all stakeholders' digital platforms and promoted in local media.

» KEY OUTPUT

Regular record of transparency in diaspora engagement.

Recommended Action 4.2 **Mid-Term Opportunity Assessment**

This is the publication of a synopsis of the opportunity assessments developed by stakeholders in Recommended Action 1.1. This can help set forth the key priorities of a future standalone entity for diaspora engagement in Cornwall based on stakeholder consensus. This, again, should be published on all stakeholders' digital platforms and promoted in local media.

» KEY OUTPUT

Local buy-in to diaspora engagement and transition planning to a standalone entity.

Recommended Action 4.3 **Cornwall Diaspora Strategy 2029 – 2035**

The development of a Cornwall Diaspora Strategy 2029 – 2035 by the standalone entity will learn the lessons of this incubation phase, capitalise on the opportunities emerging in Cornwall and reflect the deeper capacity for engagement developed through this journey. The commitment to a fuller strategy can serve as an important signal from Cornwall to its long-term commitment to diaspora engagement.

» KEY OUTPUT

A new entity for diaspora engagement in Cornwall that can convene, connect and capitalise on diaspora engagement on behalf of all stakeholders in Cornwall and the Cornish diaspora.

4.2 Implementation Phases & Sequencing

The successful rollout of these recommended actions will be delivered through a phased approach that sequences key recommended actions within each phase. This will allow for the expected outcomes of each pillar to be intentionally and strategically nurtured in an incremental process. The Interim Diaspora Partnerships Steering Group will be the instrument through which the collective leadership and shared responsibility will be built to ensure effective rollout of the actions.



Figure 8 Phases of Implementation for Cornwall Diaspora Strategy 2025 - 2028

PHASE 1 – Socialisation and Stakeholder Buy-In (2026)

This phase of implementation will be focused on socialisation and stakeholder buy-in. Formal diaspora engagement in Cornwall is at an ideation and incubation stage. This will require intentional socialising on the added value of diaspora engagement for Cornwall. Socialisation also speaks to the necessity to amplify the work towards formal diaspora engagement to the Cornish diaspora.

This socialisation needs to translate to stakeholder buy-in to be deemed effective. Collective responsibility is the core driver of initial formalisation of diaspora engagement for Cornwall.

CTI and its network of partners have a solid socialising base already in operation through this strategy, the launch of the Global Cornish Network and the planned delivery of Cornwall.uk digital presence.

Important early successes for Cornwall in this regard include:

For Socialisation:

- Launch this strategy in Cornwall with effective distribution to key stakeholders.
- Share key informational documents relating to the importance and potential of diaspora engagement to Cornwall to socialise the concept internally in Cornwall.
- Create effective print, visual and social media content on diaspora engagement for Cornwall to showcase what Cornwall can offer the Cornish diaspora.
- Leverage networks to ensure international coverage of this strategy and other actions outside of Cornwall.

- Tell intentional stories of Cornish influence around the world and celebrate the uniqueness of Cornish belonging.
- Celebrate Cornish excellence at home and abroad.
- Institutionalise diaspora engagement within the relevant policy priorities of different institutions in Cornwall to accelerate stakeholder buy-in.
- Raise awareness about what other countries and regions have experienced in diaspora engagement.
- Map the diaspora (with focus on connecting the diaspora with each other) and create other research outputs on how to engage the diaspora for MSME and philanthropic support.
- Develop framework and solution documents on deliverables such as the Global Cornish Forum, the Cornish Diaspora Convention, Cornish Calls, the Cornwall Diaspora Fund, and the Cornwall Diaspora Invests Portal.

For Stakeholder Buy-In:

- Establish the framework in terms of basic resources that will build towards a sustainable and independent operational model and build a diverse range of stakeholders committing resources to the mission of diaspora engagement.
- Forge consensus around the mission and principles outlined in section 2 of this strategy.
- Develop an institutional opportunity assessment and identify key priorities and partnerships.

These actions will result in a series of ‘early wins’ for diaspora engagement in Cornwall. These include getting buy-in from multiple sectors within Cornwall and securing broader UK interest at a governmental level; identifying champions and getting important people to speak well of this work; sharing practical examples of how the diaspora have helped; finding some influential people who are willing to step up and speak out for Cornwall; and positioning Cornwall as a leader in the diaspora engagement space.

Input: Recommended Action	Output for Phase
Launch of Strategy/Global Cornish Network	Socialisation
2.2 Cornish Diaspora Media Partnership (including Cornwall.uk)	
1.1 Interim Diaspora Partnerships Steering Group	Stakeholder Buy-In
1.2 Cornwall's Diaspora Training Programme	
1.3 Cornish Diaspora R&D Alliance	
2.1 Global Cornish Network & Global Cornish Forum	

Figure 9 Sequencing of Actions for Phase 1 of Implementation

PHASE 2 – Consolidation & Growth (2027)

This phase of implementation will be focused on consolidation and growth. This is the phase where deeper operationalisation occurs based on the capacity built from the first phase. It will also allow for the active inclusion of the key priorities identified by the different stakeholders within the recommended actions of the strategy.

The consolidation can deliver the foundations on which to drive return of investment through the activities designed to engage diaspora capital for Cornwall. These represent mid-term successes for Cornwall which include:

For Consolidation:

- Ensure steadfast alignment with Cornwall's development vision.
- Agree on lead agencies for other recommended actions within this strategy as well as responsible agency for M&E outcomes.
- Agree on the structure and make-up of the entity that will take responsibility to develop the next Cornwall Diaspora Strategy, as well as the budget required for implementation.
- Attract investment into the infrastructure of diaspora engagement through this entity.

For Growth:

- Leverage technology to build deeper data collection on Cornish diaspora with more segmented profiles.
- Incorporate online and in-person listening tools to engage the Cornish diaspora.
- Grow the number of active members and users of communication and networking tools built within the strategy.
- Operationalise diaspora actions focusing on social and economic development of Cornwall with a key priority on job creation in Cornwall.
- Action M&E outputs to showcase the value of resource allocation.

This will result in a series of strategic wins for Cornwall. These include enhancing cultural belonging to Cornwall within the diaspora; building generational diaspora engagement; activating initiatives to unlock diaspora capital for Cornwall by bringing local and diaspora communities closer together; and developing segmented diaspora engagement.

To achieve these successes, the following recommended actions need to be operationalised in the following sequencing:

Input: Recommended Action	Output for Phase
Strengthen 1.1	Consolidation
Strengthen 1.3	
Strengthen 2.1	
Strengthen 2.2	
2.3 Cornish Diaspora Convention	Growth
3.1 Cornish Calls	
3.2 Cornish Diaspora Fund	
4.1 Annual Reports	
4.2 Mid-Term Opportunity Assessment	

Figure 10 Sequencing of Actions for Phase 2 of Implementation

PHASE 3 – Sustainability & Scale (2028)

This phase of implementation will be focused on sustainability and scale. It will capitalise on the investments in formalising diaspora engagement in Cornwall to support transition to a standalone entity that can assume lead responsibility to drive the partnerships underpinning the recommended actions. This infrastructure will allow this entity to design and deliver a new era of scale-focused diaspora engagement to contribute to the socio-economic development of Cornwall in the long-term.

The sustainability dimension will be brought to life by the standalone entity. The scale will be driven through a collective energising of the different recommendations that deliver each of the pillars of this strategy and their associated outcomes built over time (for example, the density of data built, quality of networks built, direct engagement tools and scope for new ideas).

This will bring transitional wins for the ecosystem of diaspora engagement in Cornwall. These include building a primary home for diaspora engagement; building critical human resources for long-term engagement; enactment of initiatives for scalable investment in Cornwall; and clear strategic guidance on the long-term engagement tools for diaspora work in Cornwall.

Success for this phase of implementation will be:

For Sustainability

- Establish an independent, standalone entity for diaspora engagement in Cornwall with responsibility for partnership development, business development and implementation activities. The entity will be well funded, employ professional staff and have active and strong links to the Cornish diaspora.
- Nurture a formal, sustainable ecosystem of diaspora engagement that is bringing measurable impact to Cornwall and the Cornish diaspora.

For Scale

- Support an array of diaspora initiatives and activities that covers trade and investment, culture, sports, philanthropy, education, tourism, heritage, genealogy and many other sectors.
- Be recognised as the leading region in the UK and centre of best practice in diaspora engagement, sharing their experience with other regions in the UK and elsewhere, especially with other Celtic regions.

To achieve these successes, the following recommended actions need to be operationalised in the following sequencing:

Input: Recommended Action	Output for Phase
Launch of new entity for diaspora engagement in Cornwall	Sustainability
Strengthen 2.1	
Strengthen 2.3	
Strengthen 4.1	
Scale 3.2	Scale
3.3 Cornwall Diaspora Invests Portal	
4.3 Cornish Diaspora Strategy 2029 – 2035 to guide operations of new entity	

Figure 11 Sequencing of Actions for Phase 3 of Implementation

4.3 Overview of Action Plan Framework

The phases of this implementation will be developed in an accompanying action plan. This plan breaks down each recommended action into the following criteria:

- Recommended action.
- Steps (breakdown of key steps to fulfil recommended action).
- Means of verification (milestone/output to validate each step).
- Timeline.
- Budget.
- Responsible institution.
- Risks/mitigation.



Conclusion

Cornwall's story is irrefutably a diaspora story. The flow of people to and from the Cornish nation has shaped its past, present and promise. Through these networks of communities and capitals, a remarkable new dawn for Cornwall can break.

These networks allow for a reimagining of Cornwall: one that is deeply rooted in the brilliance and bristles of its past; and one that is fundamentally connected to the world by the legacies and impacts of what Cornish communities have done for the world.

In this light, through these networks, Cornwall is no longer a place tied to its geography. Cornwall is a global notion of what it means to be Cornish. That knows no geographical limits. Through the Cornish diaspora, Cornwall's new geography is one of connected power.

This strategy has worked to respect the histories that have brought the Cornish to the world. It has strived to ensure that as Cornwall looks to the future and understands the challenges of the here and now, diaspora engagement is a hidden asset for Cornwall to win.

In unleashing the networks of ancestry and affinity-based belonging for Cornwall around the world, this strategy is rooted in the hope that it brings Cornish communities together – those at home and abroad – for the betterment of Cornwall.

Appendix I – Acknowledgements

Those involved in the development of this strategy would like to acknowledge the kind inputs and supports of all involved. Below is a

listing of key stakeholder consultations. It is the firm commitment of this strategy that this process of listening and learning from local and diaspora communities will be at the heartbeat of the

Name	Position
Anna Brown	Falmouth University
Clare Parnell	Economic Forum Member
Colin Groves	Diaspora Member
Dick Cole	Councillor
Drystan Jones	A&P Group
Emily Kent	Cornwall Council
Prof. Emma Hunt	Falmouth University
Eric Nicholls	Cornwall Manufacturers Group
Gerard Corcoran	Genealogist
Helen Kneebone	Cornwall Trade & Investment
Ian Houston	Diaspora Advocate
Jeremy Wrathall	Cornish Lithium
Jo Wood	Truro School
Dr. Joanie Willett	Institute of Cornish Studies
John Brown	Cornwall Chamber of Commerce
Julian German	Councillor
Julien Boast	Hall for Cornwall
Kate Kennally	Cornwall Council
Kate Neale	Exeter University
Kim Conchie	Cornwall Community Foundation
Dr. Laura Hodson	Falmouth University
Laura Giles	Screen Cornwall
Linda Taylor	Councillor
Lloyd Brina	British Business Bank
Louis Gardner	Councillor
Mark Trevethan	Cornwall Council
Michael Larsen	World Traders
Nicola Lloyd	Cornwall Trade & Investment
Phil Mason	Cornwall Council
Piers Guy	Celtic Sea Power
Piran Trezise	Goonhilly Earth Station
Rob Vickery	Investor / Diaspora Member
Sam Galsworthy	High Sheriff of Cornwall
Sam Wilsher	Truro School
Tim Dwelly	Councillor

Information sessions were also held with BBC Radio Cornwall (with kind support of Julie Skentelbery) and Kresen Kernow.

- ¹ Cornwall Council. (2024). *Cornwall Good Growth Plan 2024 – 2035*. Truro.
- ² The focus on past, present and promise is inspired by the work of Khachig Tölölyan in: Tölölyan, K. (2012). *Diaspora Studies: Past, Present and Promise*. IMI Working Papers No. 55, University of Oxford.
- ³ Cornwall Council. (2024). *Good Growth Plan*.
- ⁴ Tittel-Mosser, F. (2023). *A Typology of Diaspora Engagement Institutions*. EUDiF, Brussels.
- ⁵ Cornwall Trade and Investment. (n.d.). Diaspora Network Webpage. Available at: <https://cornwallti.com/2024/03/05/diaspora-network-for-cornwall-uk-creating-connections-across-the-globe-for-cornwalls-business-community/>.
- ⁶ Payton, P. (2025). *The Cornish Overseas: A History of Cornwall's 'Great Emigration'* (3rd Edition). University of Exeter Press, Exeter.
- ⁷ Samuel, K. (2023). *The New Psychology of Belonging*. *Psychology Today*, April 17. Available at: <https://www.psychologytoday.com/ie/blog/the-power-of-belonging/202304/the-new-psychology-of-belonging>.
- ⁸ IOM. (2019). *Glossary on Migration*. *International Migration Law*, No. 34, Geneva.
- ⁹ For additional reading on defining diaspora, please see: Bauböck, R., Faist, T. (Eds.) (2010). *Diaspora and Transnationalism: Concepts, Theories and Methods*, Amsterdam University Press, Amsterdam; Brinkerhoff, J. (2016). *Institutional Reform and Diaspora Entrepreneurs: The In-Between Advantage*, Oxford University Press, Oxford; Cohen, R. (2023). *Global Diasporas: An Introduction*, Routledge, New York; Tölölyan, K. (2012). *Diaspora Studies: Past, Present and Promise*, IMI Working Paper 55; and Sheffer, G. (2003). *Diaspora Politics: At Home Abroad*, Cambridge University Press, Cambridge.
- ¹⁰ Schwartz, S.P. (2016). *The Cornish in Latin America: 'Cousin Jack' and the New World*. The Cornubian Press, Wicklow.
- ¹¹ An insight attributed to A.L. Rowse across the literature on Cornish emigration.
- ¹² Payton. (2025). *The Cornish Overseas*.
- ¹³ This data is sourced from the work of Schwartz, S.P via <https://www.cousinjacksworld.com/cornish-mining-great-migration/>.
- ¹⁴ Cornwall Council. (2024). *Good Growth Plan*.
- ¹⁵ Insight drawn from the Institute of Cornish Studies section on the Cornish overseas. Available at: <https://www.exeter.ac.uk/research/centres/ics/research/thecornishoverseas/>.
- ¹⁶ Payton. (2025). *The Cornish Overseas*.
- ¹⁷ TDI. (2024). *Introduction to Diaspora Engagement Online Training Programme*. Dublin.
- ¹⁸ For more information on these definitions, please see *Background Papers of the Global Diaspora Summit*, available at: <https://www.iom.int/global-diaspora-summit-2022>.
- ¹⁹ Adorvino, M., & DeBass, T. (2009). *Diaspora Direct Investment: The Untapped Potential for Development*. USAID, Washington D.C.
- ²⁰ For more information on Cornwall Good Growth Fund, please see: <https://ciosgoodgrowth.com/>.
- ²¹ For more information, please see: World Economic Forum. (2024). *The Future of Growth 2024: Insight Report*. Geneva.
- ²² TDI. (2024). *Introduction to Diaspora Engagement Online Training Programme*. Dublin.
- ²³ The insights shared in this section are drawn from The Diaspora Institute's Training Programme on Diaspora Engagement.
- ²⁴ Kennedy, L. (2022). Introduction. In: L. Kennedy (Ed.). *Routledge International Handbook of Diaspora Diplomacy*, Routledge, New York.
- ²⁵ Data and insights drawn from GERMIN's official website. Available at: <https://germin.org/>.
- ²⁶ For more information on GDPA, please see: Lara-Guerrero, L. (2024). *Global Diaspora Policy Alliance: New Diaspora Initiative Set to Drive Collaborative Solutions for Sustainable Development*. September 16. Available at: <https://www.idiaspora.org/en/contribute/blog-entry/global-diaspora-policy-alliance-new-diaspora-initiative-set-drive>. For more information of the Dublin Declaration, please see: Government of Ireland/IOM. (2022). *Dublin Declaration: Outcome Document of the Global Diaspora Summit*. Available at: <https://www.idiaspora.org/en/learn/resources/public-information-materials/dublin-declaration>.
- ²⁷ For more information on the research report that informed the work of the GLN, please see <https://www.limerick.ie/council/newsroom/news/global-limerick-network-reveals-findings-diaspora-study>.
- ²⁸ For more information on this award, please see <https://www.ireland.ie/en/irish-diaspora/presidential-distinguished-service-awards/>.
- ²⁹ Conselho de Diaspora Portuguesa. (n.d.). About Us. Available at: <https://www.diasporaportuguesa.org/about-the-council/?lang=en>.
- ³⁰ For more information, please see: <https://www.irishtimes.com/abroad/>.
- ³¹ Copenhagen Goodwill Ambassadors. (n.d.). About Us. Available at <https://gwa.copcap.com/about>
- ³² Fáilte Ireland. (2014). *The Gathering Ireland 2013: Final Report*. Dublin. Available at: https://www.failteireland.ie/failteireland/media/websitestructure/documents/ezone/thegathering_finalreport_jimmiley_december2013.pdf.
- ³³ Data and insights taken from the website of The Hellenic Initiative on mission and impact. Available at: <https://thehellenicinitiative.org/mission/>.
- ³⁴ Overview extracted from: RTE. (2023). *Philanthropist Chuck Feeney dies aged 92*. October 9. Available at: <https://www.rte.ie/news/2023/1009/1409905-chuck-feeny/>.
- ³⁵ For more information on this report, please see: <https://globalwelsh.com/news-item/111/globalwelsh-reveals-brain-drain-research-findings>.
- ³⁶ Global Welsh. (n.d.). The GlobalWelsh Investor Portal: Backing Wales's Future. Available at: <https://globalwelsh.com/uploads/GlobalWelsh-Investor-Portal-Digital.pdf>.

