



CORNWALL &
ISLES OF SCILLY
LOCAL ENTERPRISE PARTNERSHIP

Local Assurance Framework

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Version History

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1. Introduction

1.1 Local Assurance Framework - Context

The Department for Business Energy and Industrial Strategy (BEIS) requested¹ a Local Assurance Framework for each Local Enterprise Partnership (LEP) to ensure accountability and robust governance in the decision making processes throughout the country.

The need for such a Framework is welcomed by the Cornwall and Isles of Scilly LEP as a means to encapsulate and properly monitor the far reaching impact of its roles and responsibilities. Therefore the LEP sees this Framework as an essential tool in its natural development and maintaining proper accountability in its practices and decision making.

This document seeks to address the guidance and issues set out by [BEIS](#) but also to bring together all the various frameworks and procedures for investment that are overseen by the LEP. In this context the document must be fit for purpose and principally be to the benefit of the LEP whilst addressing the points made by BEIS.

The Assurance Framework is seen as an evolving document. It is clear that the content of the initiatives and schemes that the LEP oversees will change and therefore a pragmatic and flexible approach needs to take place in relation to amendments to the Assurance Framework. Relevant changes will be incorporated as part of a regular review process.

Summary detail on the LEP and its relationships and responsibilities is set out below. The document will seek to cover the arrangements for the various programmes that are being delivered even where there is clear (and intended) overlap with other activity. For example, part of the content will cover the new EU Structural and Investment Fund (EUSIF) where the LEP will act in an advisory capacity to the managing authority, principally through the ITI Board.

It is also important that the relationship with Cornwall Council (CC) is set out given the local authority's Accountable Body (AB) status.

Throughout the document references will be made to existing frameworks and governance in place (with appropriate hyperlinks, footnotes or appendices). Therefore it is not the intention to create new procedures but rather to bring existing arrangements together into something more cohesive and comprehensive. For example, Cornwall and Isles of Scilly has considerable experience in being compliant

¹ Letter from BIS to LEP Chairs, dated 9 December 2014

for EU Structural Funds and it is in a strong position to build on existing procedures whilst implementing changes resulting in lessons learned.

It is also important that the Framework reflects the confidence that the LEP has in its relationships and the robustness of its systems.

It is not the aim of this document to duplicate information that exists in other published material. Accordingly, hyperlinks and references to published material are provided.

2. Cornwall & Isles of Scilly Local Enterprise Partnership

2.1 Background and Role

The Cornwall and Isles of Scilly Local Enterprise Partnership (LEP) was launched in May 2011. The LEP activity is administered via an unincorporated (or loose) partnership. The LEP Board is composed of representatives from the private sector, Cornwall Council (CC), Council of the Isles of Scilly and academic or voluntary/charity sector.

It drives the economic growth strategy for the area, determining local priorities and undertaking activities to improve the economy and create high value local jobs.

The LEP is one of 38 such partnerships set up across England. Its objectives and vision are set out in Vision 2030, the Cornwall and Isles of Scilly [Strategic Economic Plan](#) and the current year [Business Plan](#). As such it has the support of Government and therefore has been and continues to be in a position to apply for and receive significant sums of money to invest in Cornwall and Isles of Scilly.

2.2 Key support

The LEP has a predominantly private sector board, is led by a private sector chair and has strong connections and working relationships with the business community, reflecting a range of local interests in its decision making, through the Board and its associated sub-boards.

The LEP also has the support of Elected Members of both Authorities², MPs³, as well as with key representative private sector organisations. Some examples include the Chamber of Commerce, the Federation of Small Business (FSB), the Home Builders Federation, the National Housing Federation, the NFU and sector representative bodies in Cornwall and Isles of Scilly (e.g. the Construction Industry Training Board, Cornwall

² Cornwall Council and the Council of the Isles of Scilly.

³ All 6 MPs, which cover the geographical area of Cornwall and Isles of Scilly.

Marine Network and Cornwall Manufacturers Forum)⁴.

2.3 Objectives

There are 3 overarching strategic objectives:

- Business
- People
- Place

The delivery of these objectives will be through the appropriate LEP Sub Board mechanisms.

Underpinning these objectives are the following 6 strategic drivers:

- Innovation and Creativity
- Productivity-led Growth
- Inclusive Growth
- Building Great Careers
- Vibrant Communities
- Global Presence

2.4 LEP Board

The LEP Co is constituted by a board of private sector and individual representatives. Local Authority Members also hold a seat on the board to provide public sector input. They are all directors of the LEP Co. The LEP Co Board has strategy and decision making responsibilities of the unincorporated partnership.

Local Authority partners can perform the accountable body function, administration function and act as employer for the unincorporated partnership. This will be fulfilled by Cornwall Council (CC).

The LEP board is currently made up of 16 members. Further details are available on the LEP [website](#).

The LEP Board meets formally every two months and all agendas and minutes are made [public](#). The members of the LEP Board are appointed via a transparent and open recruitment process and must sign up to the LEP Code of Conduct (Appendix 1). All Board members are expected to meet an agreed standard of behaviour known as the 7 Principles of Public Life ([Nolan Principles](#)). The Nolan Principles state at Board members shall have regard to the following principles – selflessness, integrity,

⁴ Reflected (and formalised) in the signatures contained at the front of the original LEP bid.

objectivity, accountability, openness, honesty and leadership in their conduct at all times. All newly appointed members have an induction session with the LEP Executive at which they are briefed on the LEP's strategy, its key projects and governance. This includes a briefing on conflicts of interest and how these are managed by the LEP. Appropriate training and development will be reviewed and delivered to ensure Board members remain able to effectively carry out their responsibilities. In February 2012, the Board established the LEP as a not for profit company limited by guarantee. The Board have formally adopted the [articles](#) of association.

LEP business is conducted via the main Board and two delegated Committees populated by Board Non-Executive Directors; a Nominations Committee and Audit and Assurance Committee, both of whom are delegated to oversee detailed issues on Board appointments and budget respectively. The terms of reference for the Nominations Committee can be found within the articles of association. The terms of reference for the Audit and Assurance Committee can be found at Appendix 2.

A register of interests for Board members is held in the LEP office and is published on the LEP [website](#). This is updated annually. Declarations of Interest are also part of all LEP Board meetings and have a specific item at the start of the meeting for any declarations relating to agenda items.

In order to ensure there is the proper day to day management and support mechanism in place, there is a LEP Executive Team in place with staff and resources provided by a combination of core LEP funding from government and CC funding⁵. The Executive Team also acts as the secretariat for the Board.

The Sub Boards of the LEP stretch across the main themes and priorities and directly link to the objectives of the Strategic Economy Plan:

- Employment and Skills Board - ToR (Appendix 3)
- Enterprise Zones Board - ToR (Appendix 4)
- Investment Panel/Committee – draft ToR (Appendix 5)

The groups are illustrated in more detail (e.g. membership) by the summary of Sub Groups and membership, contained in Appendix 6. In addition, it shows the LEP cross cutting led groups which includes the Rural Sub Group and ITI Board.

These groups support a wider engagement across the priorities of the LEP and include business leaders, voluntary and community based organisations, further and higher education, the two Unitary Councils as well as key Government Agencies.

The LEP has a letter of support process. The LEP asks anyone requiring a letter of

support to complete a simple form which can be found on the [website](#).

2.5 Accountability and Transparency

The LEP Board and its membership has been referred to above in the context of ensuring that it is private sector led and responsive to the needs of businesses in Cornwall and Isles of Scilly. Its structure provides for a range of sub boards further re-affirming wide representations within its decision making processes.

In order to ensure effective decision making processes are in place that promotes assurance on good governance, the LEP ensures:

- A clear strategic vision and priorities which have been set by the Board and that has been subject to wide consultation against which all decisions must be judged. The LEP's Strategic Economic Plan: Vision 2030 sets out the LEP's vision and priorities.
- Open advertising of funding opportunities.
- A sub-committee or panel with the task of assessing bid/decisions is in place. For the CIoS LEP, this is the LEP Investment Panel/Committee.
- Independent due diligence and assessment of the business case and value for money.
- Specific arrangements for decisions to be signed off by the LEP Board, following recommendations from the LEP Investment Panel/Committee.
- Section 151 Officer has line of sight on all decisions and ability to provide financial assistance.
- Use of scrutiny arrangements to monitor decision making and the achievements of the LEP.

All investment and/or including value for money decisions are made by the LEP Board in line with recommendations made by the LEP Investment Panel/Committee. Ultimately, it will be the responsibility of the LEP CEO to ensure value for money for all projects and programmes and for the scrutiny of and recommendations relating to each business case.

All decisions are made subject to the normal business case, evaluation and scrutiny arrangements. There will be a written report with the opportunity for the Section 151 Officer to provide comments, the conflicts of interest policy will apply to decision makers regardless of whether there is a formal meeting, and that decisions will be recorded and published. There is also a published rolling schedule of the projects funded, detailing a brief description of the project, names of key recipients of funds/contractors and amounts by year on the LEP [website](#).

The link (and a critical example of accountability) is that the LEP Board provides a report to the CC Economic Growth and Development Overview and Scrutiny

Committee (OSC) on a quarterly basis. These reports are available on the CC [website](#).

The LEP has a [Conflicts of Interest Policy](#) which is available on the LEP website. The National Audit Office has defined conflicts of interest in its Cross-government Conflicts of Interest report 2015 as “a set of circumstances that creates a risk that an individual’s ability to apply judgement or act in one role is, or could be, impaired or influenced by a secondary interest. The perception of competing interests, impaired judgement or undue influence can also be a conflict of interest.” The way in which conflicts are to be dealt with by the LEP Board is set out in article 14 of the articles.

It has been agreed that where CC as Accountable Body and the LEP disagree on any matter, including any potential or perceived conflict of interest by the dual role of the LEP CEO and Service Director for Economic Growth, there is a period of consultation to come to a mutually acceptable position. Where the consultation does not resolve the issue in a reasonable period it is escalated to the Chief Executive of CC, the Chief Executive of the Council of the Isles of Scilly and the Chair of the LEP for resolution. Where the role of the Chief Executive of the LEP and role of Service Director for Economic Growth results in a collaborative working conflict the views of the LEP shall take precedence.

In terms of accountability, the LEP provides a brief formal assurance statement on an annual basis from the leadership of the LEP (i.e. the Chair and CEO), on the status of governance and transparency within the LEP. The statement also includes how scenarios of potential conflicts of interest of local councillors, private sector and other Board members will be managed whilst ensuring input from their areas of expertise in developing strategies and decision making, without impacting on good governance. This statement is published on the LEP [website](#).

In the context of transparency (and ensuring accountability to the wider public), the LEP has an active and extensive website which is regularly updated and can be found [here](#). This is a key communication vehicle for conveying the latest news and developments but also in terms of ensuring the LEP is transparent, exemplified by the availability of the Strategic Economic Plan. The website also includes the LEP’s audited [annual report and financial statements](#).

All papers for the main LEP Board and sub-boards (that are responsible for decisions about public money) will be made available on the LEP website. The LEP is committed to meet the timelines as set out in the National LEP Assurance Framework in accordance with the Local Government Act 1972. These timelines are:

- Meeting agendas and papers to be published 5 clear working days before the meeting takes place;
- Minutes of Board meetings to be published within 10 clear working days of the

meeting taking place. This may be in draft if internal LEP processes require clearance before the minutes are finalised. The final minutes of Board meetings will be published within 10 clear working days of being ratified at the subsequent Board meeting.

In addition:

- Any declaration of interest made at the meeting must be included in the minutes of the Board meeting. A new declaration of interest should be updated on the relevant member's register of interest.

Press releases are also published to update the public on progress and these are posted to the LEP [website](#). In addition, there is a dedicated page on the Cornwall Council [website](#).

Further related information is contained below, particularly with reference to the Freedom of Information Act.

2.6 Local Engagement

It is essential that the LEP interacts, engages and builds relationships with both the public and private sector. These relationships are maintained by the LEP Board Directors and the executive team. At times these relationships are tested as the LEP becomes a 'critical friend' to both the public and private sector, this is essential for the LEP to maintain a credible and independent stance in the eyes of the business community in Cornwall and Isles of Scilly.

Communications with both the general public and the business community is currently being refreshed (Q1 2018). Regardless, the LEP ensures good relationships with the groups below who disseminate the LEP messaging on our behalf.

The LEP has key relationships with:

- Cornwall Council and the Council of the Isles of Scilly
- LEPs across England
- Cornwall Chamber of Commerce (and their network of local chambers)
- The Islands Partnership (Isles of Scilly)
- Key partners in Higher & Further Education, the FSB and local groups such as the local Business Improvement Districts (BIDs)

LEP Board members chair:

- Growth Hub Steering Group
- Enterprise Zone Board
- Employment & Skills Board
- Construction Strategy Steering Group

- Business Regulatory Services (Better Business for All) Steering Group
- Integrated Territorial Investment Board

LEP Board members or executive team attend:

- Cornwall Lenders Forum
- Cornwall Manufacturing Group
- The EU Business Support Delivery Board
- Cornwall Executive Group
- Cornwall Devolution Monitoring Board
- Cornwall Futures Group

2.7 Intellectual Property, Confidentiality & Publicity

The parties intend that any intellectual property rights created in the course of the LEP shall vest in the party whose employee created them or in the case of any intellectual property rights created jointly by employees of the parties, in the party that is responsible for the activity that the intellectual property right relates to.

In the event that any intellectual property right vests in a party, that party shall grant an non-exclusive, royalty free, irrevocable licence to the other parties to use such intellectual property for the purposes of the LEP.

The parties agree to keep all confidential or proprietary information (however recorded or preserved) relating to the LEP that is disclosed or made available whether before or after the date of the signed LEP/CC MoU (Appendix 7) (in any form or medium), directly or indirectly, from one party to the other party or parties (the Confidential Information) secret and confidential, and will not use or exploit the Confidential Information in any way, except for or in connection with the LEP. Any disclosure of Confidential Information can only be made with the disclosing party's or parties' prior consent.

3. Accountable Body

3.1 Relationship

Cornwall Council will act as accountable body for the Cornwall and Isles of Scilly Local Enterprise Partnership (LEP). In this capacity CC will receive and administer all grants on behalf of the LEP. There is an MOU (Appendix 7) in place between the LEP/CC/Council of the Isles of Scilly which outlines how the LEP will work in partnership with both the public and private sectors and also details the role of Cornwall Council as accountable body.

CC in accepting this role will be responsible for ensuring compliance with the terms

and conditions of all grant funding allocated to the LEP by Central Government (including EU funding).

As accountable body CC are responsible for:

- Ensuring decisions and activities of the LEP conform with all relevant law (including State Aid and public procurement) and ensuring that records are maintained so this can be evidenced.
- Ensuring that the funds are used in accordance with the conditions placed on each grant.
- Ensuring that the LEP's local Assurance Framework is adhered to.
- Maintaining the official record of LEP proceedings and holding copies of all relevant LEP documents relating to Local Growth Fund and other funding sources received from Government funding.
- Responsibility for the decisions of the LEP in approving projects (for example if subjected to legal challenge).
- Ensuring that there are arrangements for local audit of funding allocated by LEP at least equivalent to those in place for local authority spend.
- Stating the arrangements for the Local Growth Fund and other funding sources received from Government.
- An annual independent third party audit of the LEP accounts.

The accountable body, in performing the above, will also provide a report to the Annual Conversation on their work for the LEP and their opinion with a specific requirement to identify any issues of concern on governance and transparency.

3.2 Freedom of Information

The LEP utilises CC's [Freedom of Information procedures](#) which are in place to ensure that it complies with the relevant legislation and meets its obligations.

The Freedom of Information Act (FoI) policy and a formal Publication Scheme are available on the CC [website](#).

3.3 Environmental Information Regulation

Linked to the FoI section, necessary and relevant environmental impact information is also made available and summarised by the Accountable Body on its FoI page (see above).

The procedures are similar to the FoI Act set out by CC but are mentioned separately here given their distinct identity at the statutory level.

3.4 Equality and Diversity

Cornwall and Isles of Scilly are characterised by a dispersed settlement pattern. The LEP recognises the unique cultural identity of the area and including the numbers of residents that identify themselves as having a Cornish identity⁶.

The LEP is clearly bound by the Equality Act 2010. As a private sector led partnership it is acutely aware of its responsibilities and the obligations on the business community, particularly in respect of the nine Protected Characteristics⁷. There is also an appreciation of the particular role that the physical geography of the area plays in terms of running a business as well as how this affects particularly isolated communities in the context of investment funds.

It is clear from some elements of the investment received and won by the LEP that there is also a public⁸ source to the funds. In this context there is a particular need to adhere to the [Public Sector Equality Duty](#) which forms part of the Equality Act.

In linking with CC's equality and diversity procedures, policies and practices, the LEP is able to ensure that the relevant standards are applied where public funds are being invested and managed.

CC has an extensive set of procedures in this area and are publicised on its [website](#). The key Equality of Opportunity Policy is also available on the CC website.

In terms of the Board, the LEP has formally adopted the Articles of Association which sets out the roles and responsibilities of the Board. Within those Articles (section 17) there is a section relating to the LEP Nominations Committee and the appointment of Directors, together with its Terms of Reference. The Articles stipulate that, in identifying suitable candidates, the LEP Nominations Committee shall consider candidates on merit and against objective criteria and with due regard for the benefits of diversity amongst the Directors, including gender, taking care that appointees have enough time available to devote to the position.

The CIOs LEP is committed to promoting equality and celebrates diversity and welcomes applicants reflecting the diversity of the community. To help us monitor and achieve this, we ask that candidates applying for Non-Executive Director positions on the LEP Board complete and return an equal opportunities monitoring form with their application.

⁶ 14% of the population in the 2011 census, or 73,200 people.

⁷ Defined as Ethnicity/Race, sexual orientation, religion, disability, gender, gender reassignment, age, marriage and civil partnership, pregnancy and maternity.

⁸ For example, Regional Growth Fund, Round 2, £13m.

3.5 Procurement

The range of funds and investments are often governed by their own rules. Therefore although it is true to say that the LEP adheres to the same [general standards](#) and objectives to achieve value for money, it is often led by the more detailed funding body level rules which are set nationally or at EU level.

The LEP is private sector led and therefore the businesses that form the basis of the partnership often have robust procurement policies in place, not least because one of their main objectives is to ensure value for money.

In addition, although procurement is an often complex part of any new work or decision making process, the relationship to CC is important to note in since it forms a robust framework from which to link draw good practice and minimum standards. It is also critical that CC, as Accountable Body, will need to comply with the Public Contracts Regulations 2015 and the Council's Contract Procedure Rules.

3.6 Complaints and Whistleblowing Policy

The LEP has its own [compliments, comments and complaints policy](#) which is available on the website. There is also a [confidential reporting procedure](#) on the website for third parties and the public. If there is a complaint relating to the LEP Executive, then the LEP adopts the complaints procedure used by CC. It is well established and publically [available](#).

The LEP has a [Whistleblowing Policy](#) which is available on the website. This policy outlines the process to follow for a Discloser when reporting a perceived wrongdoing within the LEP, including something they believe goes against the core values of Standards in Public Life (the Nolan Principles) and the Code of Conduct (Chapter 4) for LEP Board Members and staff. The Standards in Public Life include the principles of; integrity, honesty, objectivity, accountability, openness, honesty, leadership and impartiality.

3.7 Information Storage and Sharing

The retention of data and records is a key aspect of the governance of the LEP and CC. The needs for particular standards links to ensuring a consistent and efficient approach to retaining key information that may be required to substantiate actions, record achievements, address concerns and to ensure transparency (e.g. to meet an FoI request). In this context the LEP will comply with CC rules and [standards](#).

The LEP ensures it is compliant with the General Data Protection Regulations (GDPR) and adheres to CC's policy on this.

While the public rightly expect that personal information held by Cornwall's statutory agencies will be properly protected, there is also a growing expectation that information will be shared in partnership where it is appropriate to do so. In the absence of specific statutory instruments enabling the sharing of personal information to take place, it is necessary that all partners concerned have a clearly defined framework to facilitate the sharing of personal information whilst respecting the rights of the individual.

The objective of this general protocol is to provide a framework for professionals to facilitate the way in which personal and other information is shared to protect people who use public services in Cornwall. This is essential to enable public sector agencies to meet both their statutory obligations and the needs and expectations of the people they serve. This LEP is therefore a signatory to this framework – a copy of which is attached at Appendix 8.

3.8 Business Continuity Plan

The CIOs LEP utilises Cornwall Council's emergency management procedures to ensure there is a plan in place to maintain continuous service delivery across the Council Services (to which the LEP sits under the Economic Growth Service) during periods of disruption, incident or major trauma. The latest Business Continuity Plan can be found at Appendix 9.

Should a business emergency response be declared by the Resilience & Emergency Management (REM) Team that may potentially affect businesses, a business support sub-group will be automatically set up by Cornwall Council with the Service Director of Economic Growth as strategic lead.

The CDC Emergency Response Action Plan (Appendix 10) outlines the actions and expectations of Cornwall Council, Economic Growth and the LEP of CDC and the Growth Hub in the event of a business emergency response being declared.

These actions clarify the expected commissioned activity within the CDC contract with Cornwall Council which is led by Economic Growth and the LEP.

4. Isles of Scilly

CC will remain Accountable Body for all funding, which will include Isles of Scilly specific projects. The Council of the Isles of Scilly will act as applicant and be responsible for ensuring grant conditions are complied with appropriately.

5. Partnership working

5.1 Cross border

The LEP has a series of cross border relationships, particularly with other LEPs. Our involvement in the Great South West initiative is prominent amongst these and has led to joint working on items such as a joint Energy strategy, collaboration on the iAero aerospace initiative and a joint memorandum of understanding with Innovate UK. Heart of the South West and Dorset LEPs have been close partners on these initiatives, but the other south west LEPs have also been partners. We are also partners in the South Coast Marine Cluster with HotSW, Dorset, Plymouth City Council and Hampshire County Council amongst others. We also collaborate across the UK, for example on Space related activity with Leicestershire, Enterprise M3 and Oxfordshire LEPs and with the LEP Network on a wide range of issues and interaction with government.

5.2 Within Cornwall and Isles of Scilly

The LEP is also working in partnership across sectors. It has worked to simplify structures in recent years to now work primarily through three partnerships. All share the same core principle of 'achieving growth whilst ensuring the culture, communities and environment of Cornwall and Isles of Scilly remain special and unique'. Each partnership leads on the three elements of sustainable development:

- i) Economy (Cornwall and IoS Local Enterprise Partnership)
- ii) Environment (Cornwall and IoS Local Nature Partnership)
- iii) Social (Health and Well Being Boards for Cornwall and IoS)

The Cornwall Executive Group brings together chief executives representing Cornwall's key public, private and voluntary sector organisations. The group provides joined up strategic leadership for Cornwall, responding to nationally and locally significant issues and directing a coordinated response focused upon the best interests of Cornwall. Further information on the remit of this group can be found on the Cornwall Council [website](#).

There are also several other thematic partnerships which have a specific role to play in terms of delivery, for example around the social inclusion agenda, and statutory partnerships like the Safer Cornwall Partnership and the Children's Trust.

The LEP also engages directly with the Cornwall Voluntary, Community and Social Enterprise Commissioning Board. This partnership provides a strategic interface with the third sector across Cornwall and is critical to delivering certain aspects of EU

programmes, particularly those requiring strong community engagement.

The relationship of the LEP with these wider partnerships strengthens the quality of intelligence that can be drawn upon to set strategy and to inform decisions. It also ensures that major investment programmes are aligned to derive maximum benefit and work in the most efficient manner possible; thus avoiding duplication.

6. LEP Investment and Strategic Programmes

6.1 Growth Deal 1 and 2

The LEP has secured a total of £60m from the Government's Local Growth Fund to support economic growth in the area. When combined with the matched funding secured, the Growth Deal has a total value of £210m. It aims to work alongside the EU Growth Programme. By 2021, the Growth Deal will create at least 4,000 jobs and allow 6,000 homes to be built. This Local Growth Fund allocation from HM Government has been made to the LEP, with Cornwall Council acting in its role as accountable body.

The LEP and Central Government have agreed to co-invest in the following jointly-agreed priorities:

- A38 Cornwall Gateway: Growth Deal contribution: £5.535m
- Newquay Growth Area: £2m
- Falmouth Gateway: £769k
- Bodmin Cornwall's Cycling Town: £6.022m
- Truro Western Corridor: £4.571m
- Night Riviera Sleeper Service: £8.2m
- Bus Network Improvements: £8m
- West Cornwall Transport Interchange: £5.166m
- Mainline Signaling: £3.2m
- Train Care Centre: £6.344m
- Cornwall Mainline Growth for Business: £2.415m
- Truro Housing and Employment Link (Park and Ride): £1.012m
- Bodmin Callywith: £1m
- Redruth Strategic Employment Growth: £4.956m
- Superfast Broadband Extension: £1m

Connectivity

The Growth Deal will specifically provide investment to both improve Cornwall and Isles of Scilly's connectivity to the rest of the UK and to enable the development of key employment and housing sites through town based infrastructure packages.

- Investment in the A38 at Carkeel Roundabout will help reduce journey times into Cornwall and support the delivery of 1,000 homes and 1,300 jobs.
- Investment in infrastructure packages in Newquay, Falmouth, Bodmin and Truro will collectively support the delivery of around 4,000 homes and 1,100 jobs.
- The extension of superfast broadband coverage (30+Mbps) to 95% of premises by 2017 and 99% of premises by 2020; to connect 500+ additional businesses to ultrafast broadband (100+Mbps).

Transport

The largest portion of the Growth Deal is focused on improving the transport infrastructure in Cornwall and Isles of Scilly.

Through the Growth Deal, the LEP will invest in projects to improve current bus, rail and air connections. It includes a package of rail improvements around mainline signalling improvements, new Sleeper maintenance facilities in Penzance and upgrade of the Night Riviera Sleeper coaches that will support the wider delivery of 2,715 jobs across the LEP area. In addition, work will begin on a bus network review and a Bus and Integrated Transport Strategy to identify and progress improvements that are needed to the bus network.

Key to the governance of the transport aspects of the Growth Deal is the Local Transport Board (LTB) (or its equivalent – to be confirmed). The LEP Board has delegated project management responsibility to the LTB for transport related projects in the Growth Deal. Regular performance reports are presented to the LEP Board as to progress on delivery.

6.2 Growth Deal 3

This Local Growth Fund allocation from HM Government has been made to the LEP, with Cornwall Council acting in its role as accountable body.

Local Growth Fund (LGF)

Governance and Management Processes

Expression of Interest (EOI)

Cornwall and Isles of Scilly Local Enterprise Partnership invites Expressions of Interests (EOI) for LGF.

A prioritisation and appraisal process is undertaken and successful projects are invited to Business Case stage.



Full Application (Business Case)

Guidance is provided to Applicants to develop the Business Case in accordance with HM Treasury Green Book guidance and by applying the 5 Case Models (Strategic, Economic, Commercial, Financial, Management) *see *Business Model Guidance (Appendix 11)*



Appraisal

Business Cases are appraised by independent assessors commissioned by the LEP Executive Team including the production of a report and recommendations to the LEP Investment Panel ¹.



Approval

Projects are considered by the LEP Investment Panel and either recommended for approval (in some cases with conditions) or rejected. The LEP Investment Panel Recommendations are reported to LEP Board for endorsement.



Grant Funding Agreement

When all conditions or queries are satisfied, CC Legal are instructed to draft a Grant Funding Agreement (GFA). Further Due Diligence will be undertaken for private sector investments and/or financial instruments



Monitoring and Payment

Projects are monitored regularly and reported to the LEP Board and HM Government. Project info is uploaded to the LEP website. Payments are made when satisfactory evidence of spend & defrayal of eligible expenditure has been received.

¹ Please see Terms of Reference for LEP Investment Panel or replacement LEP sub-committee (Appendix 5)

6.3 Regional Growth Fund

Background

The LEP is overseeing a £13m Regional Growth Fund investment programme in the

county, which consists of 3 elements, all of which have a principal focus on job creation.

This is delivering a significant number of new high value jobs and is also used to complement ERDF investments in order to maximise the economic impact. Although most funds are committed, those jobs are profiled to be created up to and including the financial year 2018/19 and therefore remains relevant in the Local Assurance Framework for the LEP.

CC is the Accountable Body and day to day management and administrative functions are carried out by the Cornwall Development Company.

As mentioned above RGF forms part of the Business Boost suite of programmes.

Assessment and risk management

The assessment and risk management for the RGF programme is extensive and structured. It has also been designed to complement the wider business support elements of ERDF (e.g. the Business Investment for Growth Programme) through the Business Boost initiative.

In the context of the Business Catalyst and Superfast Cornwall Funds, each bid goes through an Expression of Interest and Full Application process and assessments are undertaken by CDC before a decision is taken by the relevant representatives from the LEP and CDC.

The applicant is asked to assess the risks that the project faces and to set out mitigation actions to minimise these. In addition, at assessment stage, the risks will be checked and comments will be added where there are additional factors to take into account, which may result in conditions added to the recommendation made to the decision makers.

Value for money analysis comes from all these factors but it retains the focus on job creation by assessing the "cost per output". The programme has a clear target in terms of the amount of investment per job and each assessment will use this value for money test to ensure that the projects are contributing.

The process for the Strand 2 (Enabling Infrastructure) element of the RGF uses a slightly different assessment model which is tied to the ERDF procedure. This is deliberate to ensure that the investments are being used to maximise impact but also because many of the projects are significant infrastructure projects over a longer period. It also enables the fund to be closely tied to the ERDF model to ensure value for money and that the decisions taken are properly co-ordinated given the

size of many of the projects.

Further information on the Regional Growth Fund can be found on the [website](#), including its report.

6.4 Growing Places Fund

Background

The Growing Places Programme is an investment scheme totalling £6.3m. The investment sits alongside the Regional Growth Fund to the extent that the management and governance are closely linked. This ensures that the investment funds are properly complementary and are having the maximum impact.

The Growing Places Fund enables the delivery of otherwise stalled local infrastructure schemes in Cornwall and Isles of Scilly. In addition, it provides the up-front investment needed to get development underway, with the flexibility to recycle funding for other projects as developments are completed.

Governance and Decision making

In order that it discharges this role in an effective manner the LEP operates an assessment, risk management and performance monitoring process that aligns as much as possible with partner organisations such as CC and CDC. It has adopted a clear process that enables it to formally review the performance and management of the programme.

It is important to note that the funds have been allocated but that its inclusion here remains relevant for the purposes of transparency and assurance given longer term obligations to the funding body.

Accountability

Having led the development of the bid the LEP decided that responsibility for delivery would rest with Cornwall Council who act as the accountable body and the organisation that issues the grant investment to projects. CC on behalf of the LEP undertakes full financial responsibility for delivering the contract. It ensures the correct processes, resources and balances are in place for successful delivery. CC provides DCLG & DfT with regular financial returns, indicating the commitment of investment in schemes and the details & timing mechanisms for its repayment.

The LEP retains responsibility for ensuring GPF is being delivered as intended and that any corrective action is taken if needed. In this context, CC reports regularly

to the LEP Board.

In addition, the LEP has agreed that CDC (as CC's economic delivery arm) acts as the day to day manager for the GPF (including frontline business interface). This includes regular reports on performance, which includes the Monitoring Reports and Statements of Use made to CLG/DfT.

- Number & types of investments
- Financial commitments & cash flow
- Forecast of outputs against actual
- Forecast of outcomes
- Risk assessment for each investment
- Overview of the fund & its revolving capacity
- Overall risk fund assessment

Assessment and Risk management

The processing of investment propositions are based upon certain standards and procedures that have been successfully tried and tested on other related programmes, which include RGF and ERDF.

- Expression of Interest (EoI) registered on website
- Initial appraisal by CDC
- Propositions considered as suitable (or not) by CDC
- Full application prepared by beneficiary
- Verification & financial appraisal by CDC
- Decision to endorse investment by Investment Panel
- Offer letter issued by CDC on behalf of CC
- Inclusion on spend report to LEP

In order to further minimise the financial risk, each successful applicant signs an extensive loan agreement before funds are released. This covers fees, charges, intellectual property, covenants and several other critical areas of agreement.

Independent firms of accountants may need to support & verify complex investments.

6.5 LEP Investments (Non-Programme)

There will be an option for the LEP to be approached direct and funds sought for various projects and initiatives. In this context, an application template has been developed. The application template is contained at Appendix 12.

The application is to secure LEP investment in a programme/project/work and as such the activity should contribute to the [Strategic Economic Plan: Vision 2030](#).

All other avenues of funding must have been looked at prior to making a request to this budget. Applicants must state in their application what avenues of funding have been explored prior to seeking LEP investment.

All proposals must meet the following:

1. Accord with the LEP's aims, objectives and priorities;
2. Quantify the outputs and detail clear and attainable targets;
3. Quantify the total project costs and the source(s) of matching funding, highlighting the request from the LEP;
4. Provide good value for money as assessed by cost per job criteria and other selection and priority criteria including additionality, integration, partnership, private sector and other contributions, and leverage;
5. Ensure that an exit strategy is in place and any future ongoing financial liability is considered as part of the project plan;
6. Only deal with reputable organisations with appropriate legal status i.e. public organisations, registered charities, voluntary and community groups;
7. All LEP investments should make a positive contribution to equality of opportunity for all.

The LEP cannot invest in the full range of programmes/projects/work coming forward. Therefore, it is necessary for the LEP to prioritise how funds will be allocated to ensure that objectives are achieved.

7. European Structural and Investment Fund

As a result of the economic status of Cornwall and Isles of Scilly the area has once again qualified for the highest level of investment from the EU. The new European programme covers the period from 2014 to 2020.

As integrated territorial strategies are vital for the achievement of the aims of European funding, the Common Provisions regulation introduces the Integrated Territorial Investment (ITI) as a key instrument to implement such strategies. The ITI Board and LEP in Cornwall and Isles of Scilly will work very closely together on a significant sum of investment over 7 years.

The EU investment will be received through 4 specific structural funds, which will have their own key objectives. The extent of the LEP's involvement will be dependent on the funds and priorities involved:

- European Regional Development Fund (ERDF)
- European Social Fund (ESF)
- European Agricultural Fund for Rural Development (EAFRD)
- European Maritime and Fisheries Fund (EMFF)

Priorities for the new EU Growth Programme are set out in the Cornwall and Isles of Scilly [Integrated Territorial Investment Strategy](#) 2014-2020 and aligned to the LEP's strategic priorities (as set out in the Strategic Economic Plan). The LEP is also represented on the ITI Board which was formally constituted in 2015. Terms of Reference can be found [here](#).

As members of the ITI Board LEPs will be jointly responsible for:

- Advising the Managing Authorities and Intermediate Body on which projects to support
- Delivering the milestones and results agreed
- Working with local partners.

Consultation and Transparency

Following responses received on an initial draft the ITI strategy was submitted to Government in May 2014. The response was published on-line so that the public were able to view progress and the content of the ITI itself. It is important that such a major investment involves the community which it serves.

In order to develop the Cornwall and Isles of Scilly ITI Strategy, the LEP agreed to establish five working groups led by Board Directors tasked with developing proposals to respond to the requests in the Government's guidance covering the following areas:

- LEP Priority 1 - Business Competitiveness and Growth
- LEP Priority 2 - Employment and Labour mobility
- LEP Priority 3 - Knowledge, Research and Innovation
- LEP Priority 4 - Natural Environment

These were effectively task groups set up to put together the initial Strategy. Following this, the LEP has expanded the number of sub groups to ensure they match its priorities and cover the key aspects of the ITI Strategy.

EU regulations require that Structural and Investment Fund programmes are prepared, implemented and monitored collaboratively with delivery partners. The guidance states that Local Enterprise Partnerships will need to develop their strategies with a broad range of economic, social and environmental organisations.

The list is extensive and evolving but examples include businesses (including social enterprises and mutuals), rural interests and networks, trade unions, local authorities, civil society interests and networks, equality and non-discrimination bodies, Jobcentre Plus and universities and further education institutes.

Separation of roles

As a result of the proper governance put into practice under the last European funding programme, the LEP and its partners are acutely aware of the need to re-affirm the separation of roles which is already engendered into investment programmes. This is enhanced with the role of Cornwall Council as an Intermediate Body for the programme with decision making responsibility for selection of operations. A separation of functions agreement is in place to ensure robust governance.

Growth Hub

The Growth Hub is a focus for business support in the 2014-2020 European funding programme and is written into the ITI Strategy. It has established a single point of contact for businesses seeking support and/or financial investment.

The LEP supports the delivery of the Growth Hub. The objective is to have a clear model for coordinating and simplifying business support so that it joins up national, local, public and private support and creates a seamless customer experience for businesses, which makes it easy for them to get the right support at the right time.

The governance link to the LEP comes through the ITI Board. This is because the Growth Hub's principal functions in supporting and guiding businesses will be driven by the substantial investment from the new European programme. As previously mentioned the LEP Board has a seat on the ITI Board.

European Regional Development Fund

The LEP will work closely with the ITI Board in overseeing the ERDF Programme. It is clear that funding decisions rest with the managing authorities and Intermediate body for the new European funding programme. In the context of ERDF, this is the Department for Communities and Local Government and Cornwall Council respectively.

European Social Fund

Locally, the ESF is overseen by the ITI Board and influenced by the strategic oversight of the Employment and Skills Board (ESB), referred to later in this document. The ESB will link the priorities of ESF with the LEP Strategic Economic Plan

and the Employment and Skills Strategy. The ESB will do this in close co-operation with the managing “opt in” authorities of Skills Funding Agency, the Department for Work and Pensions and the National Lottery.

The ESB reports to the LEP Board, which meets every 2 months. The LEP Executive Team is able to work alongside CC members of staff that have been employed to further the ESF Programme.

The ESB Terms of Reference is located at Appendix 3.

European Agricultural Fund for Rural Development

The LEP supports community groups and stakeholders to arrange themselves into 4 Local Action Groups. Following discussions with all key stakeholders (including public consultation events, Cornwall Council, Council of the Isles of Scilly and the previously supported Local Action Groups) the county has been divided accordingly.

The LAGs are not directly responsible to the LEP but there are close links and regular communication has taken place. It is also clear that the LEADER process is supported.

European Maritime and Fisheries Fund

Apart from being the smallest of the EU structural funds, the EMFF is unique in that it is the most “independent” of the LEP. This is as a result of national Government policy where the investment will be directly overseen by the Marine Management Organisation (MMO – part of DEFRA).

In practice, organisations (e.g. fishing industry) will apply and liaise direct to the MMO (based in Newcastle). There is likely to be one notable exception where a degree of local management will be delegated. This should be realised through the FLAG (Fisheries Local Action Group) process. Strongly linked to the rural LAGs, the FLAG has already successfully overseen c£2m of EFF (European Fisheries Fund) investment in Cornwall and Isles of Scilly. The FLAG does not report to the LEP but there are key ties and formal discussions have taken place between the two to ensure proper communication.

The LEP remains highly relevant in this area given that it is private sector led and that a sizeable proportion of the Cornwall and Isles of Scilly economy is linked to the industry. Links are already evident with employers in this area including the large fish producers and processors.

8. Employment and Skills

Background

A key component of the work of the LEP in driving economic growth is in creating high value jobs and investing in improving skills in the area.

The principal body overseeing the strategy in this area is the [Employment and Skills Board](#) (ESB), which is a sub group of the LEP.

The LEP's position on the issue of employment and skills is formalised in the [Employment and Skills Strategy 2016 to 2030](#). This forms part of the LEP's overall Economic Growth Strategy, referred to earlier. The ESB is a critical body in shaping the skills strategy for Cornwall and Isles of Scilly and in influencing policies with funding bodies (e.g. BEIS, Skills Funding Agency, DWP and Department for Education).

Governance and decision making

The ESB meets on a bi-monthly basis and its role is outlined in a Terms of Reference set by the LEP Board and contained in Appendix 3.

Membership is made up of a balance of public sector and private sector. The former largely reflects the funding and training providers, with the latter focused on employers and sector representatives. In addition, the voluntary sector is represented and additional members can be co-opted.

Accountability

The ESB is accountable to the LEP, by whom its Terms of Reference are set. The LEP Board receives reports and updates from the ESB. The LEP Board meets every 2 months and a report is submitted each time. In addition, CC officers are usually present in their capacity as secretariat of the ESB to answer queries.

It also has a critical role in engaging with businesses to understand the skills needs of employers from micro businesses through to large companies. This is done through the private sector led LEP and direct engagement with employers; often working alongside the Skills Funding Agency (SFA) and Jobcentre Plus (JCP).

Mechanisms for regular consultation and communication with the business community are seen as essential in order to meet the above objectives and

meaningfully engage with the private sector.

Formal agendas and minutes are compiled and recorded respectively. The LEP acts as the Secretariat to the ESB and minutes are posted on-line.

It is important to note that the ESB does not directly award any funding and does not oversee a budget. It is responsible to the LEP and is the key strategic body providing leadership and engagement in the area of employment and skills.

9. Risk Management

Risk management (identification and mitigation measures) within the LEP is a continuous process which runs through the organisation and in programme and project delivery. To enable us to conform to the Accountable Body process, we have adopted the Council's Risk Register methodology in managing our Risk Register.

The risk register is reviewed monthly by the LEP Executive Team, quarterly by the LEP Audit & Assurance Committee and is presented at LEP Board meetings on a quarterly basis.

Risk is managed through the LEP Sub Boards and Groups that the LEP Chairs, or, has representation on. LEP Sub Boards and Group reports and individual risk registers feed into, via the LEP Executive Team, the LEP's Corporate Risk Register. The LEP's Corporate Risk Register is updated and presented to the LEP Board.

The LEP Support Team has access to the internal CC intranet which has guidance for staff on the correct approach to take to the management of risk. A Comprehensive Impact Assessment template and guidance is also available which provides a robust template in considering wider implications of policies or actions, e.g. Safeguarding or Equality and Diversity.

The LEP will adhere to the standards set by CC.

The Audit and Assurance Committee reports directly to the LEP Board. Terms of Reference is contained at Appendix 2.

The Committee is in place to provide scrutiny of the work (e.g. annual financial reports) and processes of the LEP and to monitor progress. It will also be the principal body that oversees the Assurance Framework.

For Growth Deal investments, the LEP Executive Team will monitor risks at a project level liaising with the applicant. The risks will be reviewed and escalated where appropriate adapting to consider the risk to the LEP and GD programme delivery, and

not just to project delivery.

A Growth Deal Performance and Risk Monitoring Database is being developed to track performance and risk by project and then overall for the Programme.

10. Monitoring and Evaluation Plan

The LEP will ensure implementation and demonstrate success, by tracking progress against milestones and agreed core metrics and outcomes in line. Progress against project delivery and against outputs/outcomes will be tracked by the LEP Executive Team and reported to LEP Board, LEP Investment Panel/Committee and to HM Government.

11. Communications Strategy

The LEP will seek to publicise the achievements of its work not least to ensure that the public and local businesses are aware of the progress made and how this relates to Cornwall and Isles of Scilly.

In this context, a Communications Strategy has been developed in order to set out the relevant aims, objectives and timescales. This is contained in Appendix 13.

12. Business Support and Business Regulatory Support

The Growth Hub

In 2015 following a review of national business support Ministers identified a central role for growth hubs, being established by LEPs and their partners, in simplifying and rationalising business support in local areas, and ensuring that national and local support offers are joined up for businesses. Growth hubs provide in each LEP area a single access point for business support, bringing together both Government and local offers together for the first time.

92% of CIOs economy relies on micro and small businesses; this is coupled with a rural and peripheral location. CIOs growth hub addressed the most common concern from our business community; that the business support landscape was confused and difficult to navigate, which led to unwillingness to engage or uncertainty around whom to contact.

The CIOs European Structural and Investment Fund (ESIF) Strategy set out the ambition for the growth hub in our region, echoing BEIS with the desire for a simplified, single access point to business support channelling demand to appropriate solutions.

Our hub www.ciosgrowthhub.com launched in May 2016 and is able to support any SME that requires help through a variety of diagnostic processes, eventually (if required) leading to a further intervention with a support partner where in depth support and advice to enable growth will be delivered.

European Regional Development Fund (ERDF) investment has been made available to deliver a growth hub for initial period of up to three years (September 2018) supported by co-investments from Cornwall Council and CIOs LEP. The LEP investment is to unlock additionality within the growth hub thanks to BEIS funding linked to the Cornwall Devolution Deal. We expect the Growth Hub to continue for a further three years once the PA3 call process is complete (Spring 2018).

The growth hub is a critical component of how we facilitate and provide access to a cohesive and coordinated business support system that:

- Integrates business and enterprise support provision and services providing access to finance
- Hides the wiring by facilitating the customer journey
- Is clearly informed by an understanding of what works
- Is underpinned by a demand-led business support offer that is client focused
- Works pro-actively to support businesses to understand growth opportunities
- Is supported by an integrated financial support offer that covers all possible sources of support
- Is enhanced by a network of peer-to-peer channels
- Features devolved government resources and links to national programmes

The growth hub team comprises an Operations Director and 5 peripatetic Business Connectors (1 of which is a non-eligible Connector paid for by the LEP with BEIS funding) and 2 Navigators supported by marketing communications and IT specialists and a small back-office. The Business Connectors offer long term client relationship opportunities for businesses with high growth potential.

Target beneficiaries are start-ups, micro businesses and SMEs, including social enterprises, throughout CIOs. As the CIOs growth hub is part funded by the European Regional Development Fund (ERDF) eligible businesses are taken through a detailed diagnostic, action planning and referral service toward relevant referrals. This is achieved by the growth hub working closely with local, national, private and public business support providers, and also by co-ordinating promotional activity and events to ensure join-up, efficiency and the best economic use of public money.

The Skills Hub

The European Social Fund (ESF) Skills Hub joined the Growth Hub in October 2017. The skills hub connects businesses with training and support to help them grow. The expert team can help identify skills gaps or barriers to growth and navigate the range of skills and training opportunities. To ensure the simplified business support landscape was upheld the skills hub is seamlessly integrated into the Growth Hub to avoid duplication and waste.

There is a significant skills gap in the workforce in CIOs and the skills hub seeks to address these gaps and to ensure that businesses have the support they need to improve skills levels. The skills hub is a critical component of how we facilitate and provide access to a cohesive and coordinated skills business support system that helps:

- Identify skills gaps, barriers to growth or areas of underperformance that could be overcome with training and additional skills
- Unpick the vast range of skills and training opportunities available
- Demystify qualifications, training schemes and funding opportunities

The skills hub team comprises a Project Manager and 5 peripatetic Skills Connectors (plus use of the non-eligible Connector paid for by the LEP with BEIS funding) and 1 Navigator. The team is situated in the growth hub office and uses the support offered by the marketing communications and IT specialists and a small back-office.

Business Regulatory Support

The BRS portal was successfully aligned to the growth hub in March 2017, this award winning service, part of the national Better Business for All (BBFA) programme was the first step towards the commercialisation of services to be placed under the growth hub umbrella into one business facing service. BRS is a partnership between Cornwall Council's regulatory services and the business community that aims to provide regulatory advice and guidance to save companies time and money.

The 'Trio' of work streams

A collaborative and inclusive partnership led by the growth hub with LEP support has drawn on extensive local and national networks to create Governance frameworks. The business sectors have a direct influence on the growth and skills hub through their seats on the Growth Hub Steering Group.

Each work stream have their own management, but all are overseen by the growth hub Steering Group (Figure 1) which continues to grow and adapt as each work stream joins the growth hub umbrella offer.

There is continuous evaluation of the growth and skills hub using an *agile* approach to the provision throughout the lifetime of the project. The growth and skills hub submits bi-monthly reports to the LEP board and a long term robust evaluation of the ERDF & ESF elements is included within the CDC bid to DCLG and DWP respectively. The Integrated Territorial Investment (ITI) Board which is responsible for overseeing the Cornwall & Isles of Scilly European Growth Programme has detailed oversight of the EU funded elements of the growth and skills hub (which the LEP Chairs) whilst the Steering Group (which the LEP Chairs) oversees all aspects of the growth and skills hub (including new and emerging work streams) to ensure the hubs are fit for purpose in the business community. Cornwall Council (under the Cornwall Exec Group) also monitor and garner feedback on the growth and skills hub from the LEP under the two work streams of business support and employment & skills as outlined in the Cornwall Devolution Deal.

Cornwall & Isles of Scilly Growth Hub Governance Structure

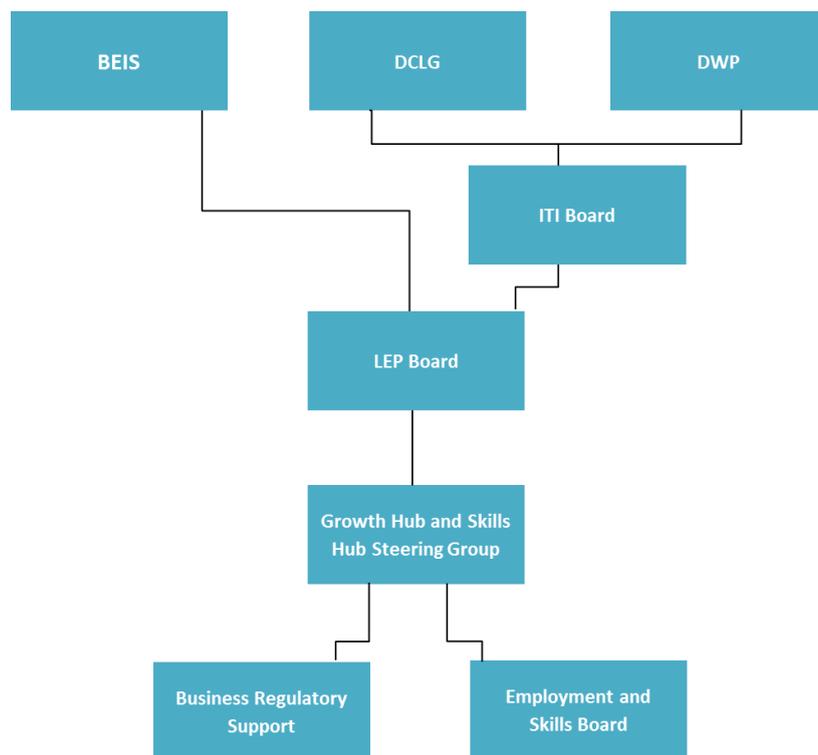


Figure 1 Governance structure relating to CIoS LEP (the growth hub will have additional reporting activities as agreed with various funding streams).

13. Signature page

The following bodies endorse the LEP Assurance Framework:

For and on behalf of the Cornwall and Isles of Scilly LEP Board

Signature	
Name (Block Capitals)	MARK DUDDRIDGE
Position	LEP Chair
Date	09.02.2018

For and on behalf of Cornwall Council as Accountable Body

Signature	
Name (Block Capitals)	ANDY BROWN
Position	Service Director for Resources and S.151 Officer
Date	21.02.2018



CORNWALL &
ISLES OF SCILLY
LOCAL ENTERPRISE PARTNERSHIP



Council of the
ISLES OF SCILLY