

**Coast to Capital Board Meeting  
Thursday 9 March 2017, 5.00pm  
Rooms 0.05 and 0.06, Wates House  
Station Approach  
LEATHERHEAD  
Surrey  
KT22 7SW**

**Meeting Minutes**

**Board Members:**

Tim Wates (Chairman) – TW, Daryl Gayler (DG), Martin Heffer (MH), David Hodge (DH), Phil Jones (PJ), Julie Kapsalis (JK), Mike La Rooy (MLR), Tony Newman (TN), John Peel (JAP), Ravi Shankar (RS), Jonathan Sharrock (JS)

**Attendees:**

Katharine Eberhart (KE), Director of Finance West Sussex County Council;  
Cath Goodall (CG), Assistant Director London and East, Cities and Local Growth Unit, BEIS and Ian Tant (IT), Chair of the Housing and Regeneration Task Force and Malcolm Brabon (MB), Tony Middleton (ALRM), Kirsten Trussell (KT) – all Coast to Capital

**In support:**

Sue Maddin (SM) and David Smith (DS)

**Part A**

**1. Welcome and apologies**

TW welcomed Cath Goodall, Assistant Director London and East, Cities and Local Growth Unit, BEIS and Ian Tant, Chair of the Housing and Regeneration Task Force to the meeting. He noted apologies from Steve Allen, Neil Dallen, Louise Goldsmith, Debra Humphris, Nick Juba, Amanda Menahem and Warren Morgan.

**2. Declarations, disclosures and Conflicts of Interest**

*The Board confirmed that the conflicts of interest register published on the website on this day was a true and accurate record.*

JS explained the revised agenda structure which was in accordance with the new Assurance Framework whereby certain of the reports would be published on the website in advance of the meeting to enable public comments to be received.

Documents themselves would state whether they were to be published and Members were requested to advise him if they believed any item should be redacted.

JS advised that the LEP's new Conflicts of Interest Policy together with forms for individual disclosures of interest would be circulated after the meeting. Members would be asked to complete and return these to him. In line with existing practice, any amendments should be notified as they occurred and, where appropriate reported at Board meetings. Additionally an annual declaration exercise would be carried out.

### **3. To review Public Comments**

Not applicable as no papers had been placed on the website in advance of this meeting.

### **4. Any other business**

There was none.

## **Part B – In camera**

### **1. Actions / Minutes from last meeting**

JS advised that the Minutes from the last meeting would be published; items relating to Local Growth Fund and Growing Places Fund would be redacted.

The Minutes were noted as a true and accurate record of the meeting and were signed by the Chairman.

The Board noted that all items on the schedule of Matters Arising were either completed or included under separate agenda items.

### **2. Report from the Nominations Committee**

This item was chaired by DG, TW having left the room.

DG outlined the consultative process which had been followed by the Nominations Committee (LG, SA, DG; JS as secretariat) in considering the re-appointment of TW to be the Chairman of the Board.

The Nominations Committee recommended that careful consideration be given to future Board succession to ensure the necessary level of skills and expertise was maintained.

JS confirmed that he was developing a work programme to deliver this.

In conclusion, the Nominations Committee recommended that TW be re-appointed as Chairman of the Board of Coast to Capital for a period of up to three years. The Board **approved** the recommendation.

TW re-joined the meeting and thanked Members for their decision.

### **3. Chief Executive's Report**

JS explained the new format of his report which reflected the LEP's Three Pillar structure and included updates on the Corporate and Communications functions and introduced Dashboard reporting for each of the Pillars. The Dashboards were in the developmental stage and comments from Members would be welcome.

Corporate update – JS was recruiting a new Head of Communications and Corporate Affairs. Amanda Menahem was assisting him with the process. It was hoped that an appointment would be made at the end of the month.

Communications update – JS reported recent engagement with MPs and forthcoming meetings with Gavin Barwell (regarding the LEP's housing function) and a series of roundtable events with MPs to consider the Brighton Main Line. He added that Charles Horton, Chief Executive of Govia Thameslink Railway, had been invited to attend the next Board meeting.

Members welcomed this opportunity as the ongoing Southern Railway industrial action was having a serious effect on the Coast to Capital region, both in terms of businesses and commuters.

DH reported that he was liaising with colleagues in London to improve the situation for the benefit of residents of Surrey and the wider area.

DG suggested that regular surveys would be useful in recording trends in public opinion. JK added that she had statistics recording the experiences of Chichester College; where it was recognised as having a detrimental effect on the students' education. KT suggested that the BID areas might be a useful source of information. JS agreed to investigate and capture relevant data. **Action - JS**

Dashboards –

**Projects Pillar** – ALRM gave an overview of his Dashboard report, with the caveat that the quality of the data was being worked upon.

He thanked the Board for its support in agreeing the Local Growth Fund remedial strategy which was having a positive impact of the year end forecast.

Finance – good progress had been made towards spending of the current year's allocation aided by the clawing back and reallocation of £11m.

Core Outputs – these were as expected due to the back-loaded nature of the projects. However, the targets were ambitious and would be reviewed before the next meeting. The targets committed were drawn from the Growth Deal and the SEP. It was stated that a sharper focus on the reality of outputs was a key task for future work.

TN arrived.

Risks – ALRM explained that for projects in the high risk category remedial action had already been taken, by clawing back and reallocating funding. The redistribution of clawed back funding was amalgamated with unallocated funding and £11m distributed within the current financial year.

In answer to a question from RS, he explained the criteria used to define the level of risk. JS summarised by saying that it was an assessed view backed up by the Committee's scrutiny / decision.

MH asked how the risk bands had been agreed. ALRM explained that a detailed process had been worked up and that this would be available on the website at a later date as part of the project profile sheets.

General discussion – ALRM confirmed that all projects were being actively managed by the Projects Team.

DG commended the user friendly dashboard and recommended that it be developed to include the value as well as the volume of projects. He noted that relatively few projects made up a large proportion of the value / money invested and that this needed to be reflected more clearly. **Action - ALRM**

JAP requested that a page tracking ESIF projects also be included.

**Action - ALRM**

In answer to questions regarding the reporting of the region's economy, JS explained that this would feature in the Strategy and Policy Pillar Dashboard at a

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later date. He would, however, circulate the most recent KPIs and agreed that whilst the data for these was compiled on an annual basis, the Team would collate and report on anecdotal information as appropriate. **Action - JS**

**Services Pillar** – MB explained how the Dashboard represented the three separate areas within the Services Pillar

Business Navigator Service – the graphics reflected the above target performance both with new and repeat businesses and the percentage of businesses that had taken up the signposted support. There was also a pie chart detailing the types of support that had been requested. MLR noted there was no international trade support listed. MB advised that a survey of clients had been undertaken which will help identify international trade opportunities. The CRM data will be used to help Coast to Capital gain a better understanding of areas in which the Navigators could engage more proactively and also highlight new areas for training. JAP recommended benchmarking against other Growth Hubs.

**Action - MB**

MB further explained the ongoing engagement with businesses which will help track their GVA progress. Case studies and testimonials were useful examples of the impact of the Growth Hub.

International Trade – Foreign Direct Investments – following the EU referendum there has been a noticeable decline in the number of foreign direct investment successes compared with the previous year. There have been 26 successes captured to date creating 945 jobs compared with 47 for 2016/17. These have been across a range of sectors. We have however captured a significant number of mergers and acquisitions partly due to the GBP exchange rates making acquisitions more attractive for overseas companies.

Enterprise Adviser Network – the gauges reflect the progress that has been made with engaging with schools and identifying business leaders (Enterprise Advisers) to support the strategic plan development of schools with regard to careers advice and IAG for students. Matching the business leaders with the schools has progressed in line with EA recruitment. The delivery team who have only been established over recent months are keen to be introduced to potential business leaders.

**Strategy and Policy Pillar** – KT gave an overview of the Dashboard, explaining that it was not data driven yet, but rather a manually created snapshot in time based on an informed assessment of the progress that had been made in each of the areas of work, these being: Responding to Government initiatives; Core role; Task groups; Other important issues. High priority activities included the response to the Industrial Strategy, work to raise awareness of investment needed in Brighton Mainline and delivery of the Newhaven Enterprise Zone. The activity status of each of the high priority activities was also depicted; the principal concerns were around resource.

A more detailed report on the work being undertaken relating to the Government Green Paper on Industrial Strategy was included as an illustration of how the dashboard will be informed in future. Progress against each activity will be determined by a project plan and activity status by a detailed budget, risk register and resource overview.

PJ enquired about the prioritisation of the ESIF projects. KT advised that funding agreements were now in place for a number of ESIF projects and work on their delivery had commenced. There have been lengthy delays on several ERDF projects which have been raised as a serious concern with DCLG. Three of these projects are now close to being contracted.

[Secretary's note: These were confirmed as being 13 ESF, three ERDF and one EAFRD.]

TW commended the initial presentation of the Dashboards noting the scope which they encompassed and recommending that more rigour should be included as they progressed.

JS confirmed that the Dashboards were a work in progress and that Members' comments would inform future iterations. One consideration was how much of the content would be published on the website.

#### **4. Housing and Regeneration Task Force**

This item has been redacted.

#### **5. New Assurance Framework**

ALRM thanked all Board Members, in particularly MH, MLR and JS for their comments and feedback, which with the additional support of the Accountable Body had enabled KE to give the necessary assurance to Government within the limited timeframe.

MLR gave a brief overview of the process and was content with the resultant document which reflected both the organisation's new operating structure and the Government's guidelines. It was a living document and would be reviewed regularly by the Executive Team before referral to the Board for approval.

ALRM explained the next steps, those requiring Members' action were:

Appointments to Board Committees - these were noted in Annex A. There were two vacancies on the Audit Committee and JS would welcome volunteers. **Action - ALL**

Conflicts of Interest Policy – copies of the policy and pro formas for completion would be circulated shortly. **Action - ALRM**

Assurance Framework Compliance and Review – reflections and / or amendments would be collated during the next six months before being presented to the Board for consideration and approval. Thereafter an annual review process would follow.

Training – specific training would be provided for individual Committees. It was intended to deliver a risk management session before a Board meeting for those who wished to attend. **Action- ALRM**

Investment Committee and Growing Places Committees - JS explained that these two committees had remained as separate committees as they were two

separate funds with separate purposes. ALRM added that the sheer volume of business and that they had different accountable bodies were further factors.

ESIF Committee - JAP pointed out that the Chair of the ESIF Committee was elected by the Committee not as noted in the paper. **Action - ALRM**

Skills Business and Enterprise and Infrastructure, Regeneration and Housing Review Groups – Debra Humphris had expressed an interest in representatives from Brighton University joining these groups. **Action - ALRM**

After due consideration the Board, **approved** the appointments to all Coast to Capital Board Committees in the form presented to the meeting.

[**Secretary's note:** It is a Government requirement that LEP's have a formally designated SME representative on the Board. The SME representative is responsible for representing businesses and informing the Board of SME views on key strategic areas that the Board require advice upon. The SME representative is responsible for canvassing views and representing the SME sector, so that the Board can have a meaningful input of that sector's views and needs in relation to the business of the LEP. PJ has agreed to undertake this role for Coast to Capital. The website has been updated to reflect this.]

## **6. Growing Places update**

This item has been redacted.

## **7. Any other business**

There was none.

## **8. Date of next Board Meeting**

The next Board meeting will be held at 5:00pm, 11 May 2017 at the Centenary Innovation Centre, Ricardo, Shoreham Technical Centre, Shoreham-by-Sea, West Sussex, BN43 5FG.