

Coast to Capital Board Meeting No. 33 09 March 2017	Item No. 33.03
Report Title: Chief Executive Report	
Report by: Jonathan Sharrock	

Recommendation

The Board is asked to consider the items raised in this paper and provide feedback on the content and format of the new dashboards.

Corporate update

The Executive team has now fully transitioned to the new Three Pillar structure, as set out in the new assurance framework. Pillar Committees are in place, ensuring that key partners in each area of work are fully sighted on the work we are doing.

We have one key vacancy, for a new Head of Communications and Corporate Affairs, for which we are recruiting. The deadline for applications is 6 March.

The draft budget and business plan for 2017/18 will be put to Chairman's Committee for approval in April.

Communications update

Pending the appointment of a new Communications lead we are focussing our communication efforts on delivering our strategic and policy priorities. Highlights since the last Board meeting include:

- Further discussions with Paul Maynard MP and Chris Grayling MP about progress on Southern strikes. DfT Ministers have included Coast to Capital in all of their stakeholder communications and update us on their efforts to resolve industrial action.
- Discussion with Crispin Blunt MP and Highways England about including the M25/M23 junction in the next Highways Investment Programme and proposals for development of Redhill Aerodrome.
- Presentation of our work on housing to senior officials in CLG and BEIS as part of a wider LEP engagement on the Housing White Paper.

There are opportunities for Board members to join further priority meetings in the coming months including:

- Meeting with Gavin Barwell MP, Housing Minister, to present our approach on housing and support for the Housing White Paper

- Development of a LEP-led campaign to promote Windmill Junction investment with MP round table meetings in Westminster, Gatwick, Croydon and Brighton before the summer.
- Invitation to Charles Horton, Chief Executive of Southern, to address the Board at its next meeting on 11 May
- Invitation to Justine Greening MP to visit the region and understand role of skills and education within our economy

Our Partnership Board has met twice since the last Board meeting, giving stakeholders from across the region an opportunity to engage on development of our new structures, and on preparing our industrial strategy response. We have had good turnout at both meetings and are actively seeking feedback to ensure that they are as useful as possible for partners.

Dashboards

We have developed a first cut of dashboards which we intend to use to give Pillar Committees and the Board full sight of our ongoing work. The Board will wish to give feedback on the information and issues contained within these.

The **Projects Pillar** dashboard reflects the data that we hold on the delivery of our Local Growth Fund allocations. It shows the progress we are making in allocating funding to projects within the financial year. We also include a summary of aggregate project delivery against agreed outputs, as well as sample sheets showing the evidence that we hold on individual projects. The headlines are:

- The remediation strategy agreed by the Board at its last meeting is having a positive impact on year end forecast
- £11m unallocated and clawed back funding is due be drawn down by new projects in the final quarter of this year, in line with the recommendations of Investment Committee
- Projects are classified by risk of delivery (Annex A)
- We are able to provide a first report on delivery of aggregate outputs through the LGF, but many outputs are back loaded to the end of the programme (Annex B)
- As the project team builds its capacity we are able to build a clear sense of risk and outturn from all projects. A sample is attached (Annex C)

There is also an update note on the Growing Places Fund. We will be presenting this information in dashboard format at future meetings.

The **Services Pillar** dashboard includes three key areas including the Business Navigator Growth Hub, the Enterprise Adviser Network and international trade. A services pillar committee was held on 12 January 2017.

The **Business Navigator Service** has increased engagement with partners since it was brought in house in April 2016. Links with local authorities are improving, with clear signposting of local businesses to our service. The Business Navigator service will be a central feature in the ERDF applications being developed in 2017 for delivery in 2018. An independent evaluation exercise is being undertaken to assess the impact of the Business Navigator service and will make recommendations for future developments. The website is being developed further to include tools and attract

more visitors through search engine optimisation.

All business have been contacted independently to undertake a client satisfaction survey including our clients' assessment of the quality of the business navigator service, the quality of the support signposted to and whether the business would have taken up the support had it not been for the business navigator service.

- The **Enterprise Adviser Network** (EAN) works to connect senior, local business leaders with senior leaders in local schools helping to motivate and inspire young people, to make a major impact on their future career prospects. With our coordinating team now fully recruited, engagement with schools and businesses is being accelerated to reach the targets. There are a number of programmes that Coast to Capital has sponsored that provide support with careers advice. The Careers and Enterprise Company has announced funding for the next three years, our financial commitment currently runs until August 2018.

We are developing a **task group on international trade** to develop the next phase of this work. The dashboard shows the recent strong performance of our region in terms of foreign direct investment. We expect DIT trade activity funded with ERDF money to start in the spring and fill gaps in funding to support trade visits, one to one support and exhibitions. Coast to Capital is working with Gatwick Diamond Initiative and Gatwick Airport on a new format Meet the Buyer which will include international trade for the first time.

The **Strategy and Policy Pillar** dashboard sets out the wide range of issues within this pillar, with more detail provided on progress in the eight key projects. This team is not yet fully resourced and is covering a wide range of issues including major Government consultations on the Industrial Strategy, Housing White Paper and Airports consultation as well as priority issues for our region.

The Industrial Strategy is of particular importance, with comments sought by mid-April on more than 30 specific questions. We are developing our response through consultation with partners across the region and will work with Chairman's Committee to finalise it. Drawing on the discussion at our Board Awayday in January, and based on soundings so far we propose to take the following approach:

- Painting a clear picture of our regional economy and identity
- Identifying the blockages to growth in our region and the areas where our productivity is relatively low
- Engaging with Government priorities around sectoral deals, innovation and exports
- Providing a clear regional response to the 38 questions that are asked of us
- Being particularly clear and innovative on our known priorities: infrastructure, skills, housing/business space and exports
- Rewriting our SEP on the basis of this response.

The Strategy and Policy Committee with unitary and county level local authorities is up and running to support and challenge work within the pillar. We are also developing project briefs for high priority projects, and attach the plan for the Industrial Strategy as an example.

To provide more detail on the four red issues which feature in this dashboard:

- Housing work is **not yet resourced**, subject to Board discussion on a separate agenda item
- Newhaven Enterprise Zone **resourcing issue**. Our dedicated Project Manager, on secondment from the Civil Service Fast Stream, has now completed his placement and we were unsuccessful in securing a replacement. We are going out to recruitment very soon.
- European Structural Investment Fund work is **under resourced and behind schedule**. After internal review and staff consultation we have decided to replace costly consultancy resource with dedicated Project management and administrative staff. We have made appointments and staff start on 20 March. This will provide adequate staffing and will enable us to get back on track.
- Strategic economic plan work is **not yet resourced**. This work will follow our response to the Industrial strategy. We are talking to Universities and major employers including Gatwick about the best way of resourcing this work.