

Coast to Capital Board Meeting Thursday 18 October 2018	Item No. 2
Report Title: Gatwick 360° – Local Industrial Strategy (LIS)	
Report by: Kirsten Trussell	
Recommendation: To agree: <ul style="list-style-type: none"> - A request to Government for inclusion in LIS wave 3 - Proposals for governance to support the negotiation of a LIS and subsequent investment plan - The likely resource consequences of this work - A review of the branding of Coast to Capital in order to maximise our national profile on the back of <i>Gatwick 360°</i> 	

1. Introduction

Gatwick 360°, our strategic economic plan (SEP), was produced as a clear starting point for our formal negotiations with Government for a LIS. Government has since released a [policy prospectus](#)¹ for Local Industrial Strategies which sets out the objectives and approach that LEPs should be taking.

The guidance is clear that a LIS should set out clearly defined priorities for how places will maximise their contribution to UK productivity. It should help to inform local choices, prioritise local action and, where appropriate, help to inform decisions at the national level. A LIS will also provide strategic overview which will inform LEPs' approach to any future local growth funding deployed through them and decide on the approach to maximising the long-term impact of the new UK Shared Prosperity Fund, which will address the domestic agenda and be focussed on tackling inequalities.

Local Industrial Strategies should:

- a. Set out a robust and open evidence base
- b. Map out specific opportunities and challenges
- c. Make clear how LEPs will work in partnership with public and private stakeholders to achieve their ambitions
- d. Prioritise specific, achievable and long-term ambitions
- e. Set out clear plans to evaluate progress

We are confident that Gatwick 360° strongly aligns to this policy guidance and as such we will be requesting confirmation of this and a commencement of the

¹ Local Industrial Strategies Policy Prospectus – HM Government: October 2018

formal process through inclusion in LIS wave 3. We have prepared a draft letter to Ministers from the Chairman proposing our intentions as set out in Annex 1.

Since launching the SEP we have been progressing well on the delivery of the 100 day plan as set out in Annex 2. As you will see we have socialised the Gatwick 360° plan widely and have received extremely positive feedback from partners, particularly from Government and MPs of all parties. The 100 day period is now over and we are moving into a pre-wave 3 negotiation stage.

2. Governance Structure

We have confirmed and discussed with Chairman's committee that our current Board governance structure is appropriate to continue to provide the required assurance and transparency of work to negotiate the LIS.

We propose engagement in a more structured way with local authority partners through annual meetings of the Joint Committee with ad hoc engagement with Chief Executives as necessary. This will replace our previous executive team Strategy and Policy Pillar working arrangements. The Investment Committee also now has an enhanced mandate around project scrutiny.

The Board will have ultimate oversight and accountability for the negotiation of the LIS and delivery of the SEP. This will be the single biggest issue for the Board over the next two years and we need a robust mechanism which co-ordinates these activities.

We propose that the Chief Executive takes delegated responsibility from the Board and leads on the development of the LIS. This work would be developed by the executive team with accountability to Chairman's Committee and Board in the normal way. Recommendations would be discussed and decisions made either in scheduled or exceptional Board meetings. As we expect to be developing business cases for investment as a part of our LIS negotiation, the Investment Committee will provide scrutiny and guidance.

An updated governance structure reflecting these points is set out in Annex 3.

3. Board engagement on the LIS

Delivery of Gatwick 360° and our Local Industrial Strategy will require strong leadership from our Board. Its insight, knowledge and leadership will be of great importance in preparing for the negotiations and as we increase our profile with government.

To deliver on each priority we propose that Board members take on a Board Sponsor role. Board Sponsors would work closely with the senior team member assigned to the particular priority and we anticipate that the role may involve some or all of the following:

- Raising the profile of our LIS negotiation within the LEP area
- Engaging with experts, influencers and government departments
- Chairing task groups
- Providing expert opinion
- Helping to commission research
- Supervising the development of business cases

4. The Delivery Programme

We anticipate that updates on LIS negotiation will be the central issue for discussion at Board meetings in 2019. Depending on the speed and format of negotiations we may also need to arrange additional Board meetings. Future Board reporting will show the development of business cases against our eight objectives, as well as our response to Government expectations on KPIs and other performance metrics.

5. Resource Implications

We will need additional expertise, skills and resources to deliver this new programme and this will have resource implications for the organisation. This will require the senior management team to work more flexibly.

Transition funding (£200k per annum) is available from Government to all LEPs in 2018/19 and 2019/20 to implement the findings of the LEP Review and to develop a LIS (see item 3). For the LIS, additional funding is likely to be needed to provide business case development and programme management staff resources, internal client management and analytical resource and consultancy services. A deep dive analysis into each priority will help us to ascertain the exact resource requirements.

It is not yet clear whether this extra funding from Government will be sufficient to properly resource the organisation over the next 2 years. There are also further pressures on the budget which cannot be covered from this funding e.g. the need to find a new building by July 2019, operational pressures and the delivery of the new assurance framework. We are working with the new interim Head of Finance to develop a medium term financial plan for the organisation, including upside issues such as Block J revenues. We will bring forward proposals to January Board meeting on options for our operational budget in 19/20 and 20/21. There may be a need to review the contributions that we ask local authorities to make to the operation of the LEP.

6. Branding

Given the context of the upcoming Local Industrial Strategy negotiation, and the potential strategic changes coming from the LEP Review, the Chairman's Committee agreed that now is an opportune time to consider the brand of the organisation, including our corporate image, name and identity.

A re-branding exercise is a significant piece of work with associated costs which is estimated to be around £30k minimum for professional branding development support with additional costs depending on our ambition in relation to our website and external presence. The Board is asked to agree that the executive should take forward the required exploratory work to come to the January Board meeting with a full proposal and cost analysis. Our initial timeframe is to complete the definition work in the last quarter of this financial year with the design and delivery to take place in the next financial year co-ordinating any potential change with our planned office move.

Annex 1 – Draft letter

BEIS Secretary of State – Rt Hon Greg Clark MP

MHCLG Secretary of State – Rt Hon James Brokenshire MP

[Addressing the Secretaries of State]

Local Industrial Strategy Negotiation – Wave Three

As you are aware, we launched the new Coast to Capital Strategic Economic Plan - *Gatwick 360°* - in the summer. Our plan, which sets out the scope for economic growth in our area, has been well received by local stakeholders and across Whitehall including both of your Departments.

Gatwick 360° was produced as a clear starting point for our formal negotiations with Government for a Local Industrial Strategy (LIS). Following the release of the LIS Policy Prospectus we are confident that Gatwick 360° is strongly aligned to the objectives and approach it sets out and are ready to commence the formal LIS negotiation. We wish to be included in the third wave of negotiations which is due to be announced and would value an early conversation with your team to discuss next steps.

We have welcomed the recent publication of the LEP Review 'Strengthened Local Economic Partnerships' and submitted our proposals to address our boundary overlaps. We will be submitting our LEP Review implementation plan at the end of October and believe we are in a strong place in relation to meeting the expectations of us.

I would be grateful for confirmation of our inclusion in wave three and together with our Chief Executive, Jonathan Sharrock, I will be happy to work with your officials on any feedback to ensure we are ready for this process.

With very best wishes,

Tim Wates

Coast to Capital Chairman

Annex 1 - SEP 100 Days Objectives

Delivery

Objective	Deadline	Status
Full Fibre Broadband (Local Full Fibre Networks Challenge Fund, Wave 3)	EOI submitted by end of September	Coast to Capital has submitted an Expression of Interest to Wave 3 of the DCMS Local Full Fibre Networks Challenge Fund. The proposed project is a partnership with local authorities and sets out our plans to achieve full fibre coverage across the area through a Brighton Mainline superspine and a network of Digital Exchanges. The next stage is a conversation with DCMS to set out our plans further which will hopefully lead to an invitation to develop a full business case.
Employment and Skills Board (ESB)	First meeting early November	Work is well underway to develop the framework and structure for the ESB with support from Nick Juba (Coast to Capital lead board member for skills) and Bob Pickles (Chair Surrey Employment & Skills Board). A targeted recruitment drive for members of the ESB will take place in October with a view to hold the first Board meeting in early November.
Coast to Capital Escalator	29 October then ongoing	Proposals are well underway to develop the Business Escalator programme, as follows: <ul style="list-style-type: none"> • Stakeholder launch event (29 October 2018, 4:30pm – 7:00pm, The Capitol Theatre, Horsham) • 4 x Scaleup business engagement events • Cohort programme – a six month programme with a monthly meeting between 8 – 12 businesses with a facilitator focused on a specific barrier to growth • Alumni programme – create a network of growth businesses, to ensure prolonged engagement with them through a Coast to Capital coordinated alumni programme

Government Engagement

Objective	Deadline	Status
Send letter to all SoS in Government departments	31/7/18	Complete
Brief all key Government departments	30/9/18	<ul style="list-style-type: none"> • 5 departments briefed (BEIS/DfT/DCMS/DEFRA/DIT) • 1 planned (Cabinet Office as part of regular catch up) • 2 outstanding (DfE and HMT) • Joe Manning to attend October Board meeting • Regular meetings set between Cav Elithorne (our Senior Sponsor) and TW • JS offer to present to Senior Sponsor Network

Influencing and Communications

Objective	Deadline	Status
Advocacy		
Meet all Coast to Capital MPs to discuss the SEP	31/10/18	<ul style="list-style-type: none"> • 13 MPs met • 1 meeting due (Henry Smith) • 5 outstanding (Sam Gyimah, Maria Caufield, Nick Herbert, Sarah Jones, Chris Philp)
Launch the 5G Testbed and an Emerging Technology Showcase at a well-attended stakeholder event	26/9/18	<ul style="list-style-type: none"> • Successful event delivered • Over 50 attendees attended
Prepare for the launch of the Energy Strategy (anticipated in November) to showcase our cross-LEP work on energy	31/10/18	<ul style="list-style-type: none"> • Energy Strategy under development • To be signed off at January Board
Host a 'sustainable growth' focused visit by Sam Gyimah MP	31/10/18	<ul style="list-style-type: none"> • Unable to attend due to Ministerial commitments
Coordinate one blog per month on external stakeholder response to the SEP (Aug/Sep/Oct)	31/10/18	<ul style="list-style-type: none"> • Steve Sawyer (Manor Royal BID Executive Director) and Garry Wall

		<p>(Board member) blog published in August</p> <ul style="list-style-type: none"> • Trevor Beattie (Chief Executive Officer at South Downs National Park Authority) published in September • Blogs expected from: <ul style="list-style-type: none"> ○ Ian McAulay - Southern Water ○ Rosemary French – Gatwick Diamond • Further advocates contacted and encouraged to provide content
Press Engagement		
Issue two press releases a month which link to the Gatwick 360 strategy	Ongoing	<p>July</p> <ul style="list-style-type: none"> • SEP Launch (20/7/18) • LEP Review (24/7/18) <p>August</p> <ul style="list-style-type: none"> • New Board members recruited (16/8/18) • Watch the AGM (22/8/18) • Brighton Mainline (23/8/18) <p>September</p> <ul style="list-style-type: none"> • Newhaven Road (12/09/19) • 5G Event (27/09/18)
Meet with key press contacts to discuss press engagement.	31/10/18	<ul style="list-style-type: none"> • Meetings arranged with: <ul style="list-style-type: none"> ○ BBC ○ Sussex Newspapers ○ Greater Brighton ○ Croydon Advertiser (tbc)
Confirm a feature article in Platinum Business Magazine (October Issue)	31/10/18	<ul style="list-style-type: none"> • Interview with Jonathan will be included in the November issue • Agreed to 6 paid for double page spreads which will feature SEP deliverables
Social Media Strategy		
Promote at least one quote pics a week on Twitter from Board, team members and stakeholders (to follow initial launch activity)	Ongoing	<ul style="list-style-type: none"> • 13 quote pics prepared and promoted from staff, Board members and stakeholders

Promote at least two video clips a week on Twitter from Board, team members and stakeholders	Ongoing	<ul style="list-style-type: none"> • 18 video clips prepared and promoted
Promote the AGM and launch event promotional video in a press release and on Twitter	19/8/18	<ul style="list-style-type: none"> • Press release issued • Regular tweets of the video planned • Themed weeks based on the 8 priorities underway
Promote Jonathan's press interviews on a regular basis	31/10/18	<ul style="list-style-type: none"> • Latest TV interview • Surrey radio • Hour long discussion of the SEP on the Business Show on Ridge Radio (East Surrey)
Twitter analytics impact	Ongoing	<p>For the first month of significant activity around the launch:</p> <ul style="list-style-type: none"> • Impressions (views) up by 396.6% • Profile visits up by 132.3% • Mentions up by 33% • 31 new followers <p>For the Social Media Campaign as of 28/09/18:</p> <ul style="list-style-type: none"> • Impressions (views) up by 133% • Profile visits up by 86.2% • Mentions up by 20.2% • 34 new followers
Events and Meetings		
Present the SEP at key meetings attended by SMT	31/10/18	<p>JS presentation at:</p> <ul style="list-style-type: none"> • National Housing Federation Leadership Forum (July) • Croydon BID Board/Away Day (July) • Chris Grayling event (Sep) • Epsom Strategy meetings (tbc) <p>SMT:</p> <ul style="list-style-type: none"> • ESF call launch (Aug)

		<ul style="list-style-type: none"> • Greater Brighton Economic Board Infrastructure Panel (Sept) • EAN Networking Event (Sept)
Present the SEP at key events	31/10/18	Planned events: <ul style="list-style-type: none"> • RICS South Gatwick 360 event (Nov/Dec)
Deliver lunch briefings for all team to improve understanding of the SEP	ongoing	<ul style="list-style-type: none"> • Starting September - ongoing
Prepare summary map to communicate key messages	31/10/18	<ul style="list-style-type: none"> • On hold – due to LEP Review implications • Quote and plan to be prepared for collateral
Regional Roadshows		
Offer the Upper Tier Local Authority or Chambers the opportunity to set up a regional roadshow to promote the SEP	30/9/18	<ul style="list-style-type: none"> • Presentation given at Crawley Chamber and planned at Sussex Chamber and an offer has been extended to all Chambers. • Local Authority engagement is ongoing at both political and officer level. • Meetings underway with economic development officers across the area on the Growth Hub and the SEP • Roadshow approach to be considered as part of the LIS negotiation stage
Promote Gatwick 360 at an event for all BIDs	30/9/18	<ul style="list-style-type: none"> • Steve Sawyer to support event arrangements at part of LIS negotiation stage

Annex 3 Coast to Capital Board Governance Structure

