

**Coast to Capital Board Meeting 41**

18 October 2018: 5:00pm – 7:20pm  
Bramber House, University of Sussex, Brighton, BN1 9QU

**Meeting Minutes****Board Members:**

Tim Wates (TW) – Chairman; Steve Allen (SA) – Vice Chairman; Daryl Gayler (DG); Louise Goldsmith (LG); Simon Hall (SH); Martin Harris (MH); David Hodge (DH); Phil Jones (PJ); David Joy (DJ); Nick Juba (NJ); Julie Kapsalis (JK); Mike La Rooy (MLR); Rosaleen Liard (RL); Ravi Shankar (RS); Jonathan Sharrock (JS); Adam Tickell (AT); Garry Wall (GW).

**Attendees:**

Richard Simpson (RS) – Accountable Body; Cath Goodall (CG) - Cities & Local Growth Unit Carli Foster (CF); – Coast to Capital; Katie Nurcombe – Coast to Capital; Simon Trevaskis – Croydon Council.

**Guests:**

Cavendish Elithorn (CE) – LEP Senior Sponsor; Laura Jackson (LJ) – Ministry of Housing, Communities and Local Government (MHCLG); Joe Manning (JM) - MHCLG; Phil Slarks – MHCLG.

**Part A items will be published. Part B items will also be published unless specified otherwise.**

**1. Introduction (Part A) - This item will be published**

TW thanked members for taking part in the tour of LEP projects in the Brighton area prior to the meeting, noting that it had been inspiring to view the results of Coast to Capital funding. Thanks was also extended to Martin Harris for arranging transport for the tour.

**a) Welcome and apologies**

TW introduced Joe Manning from the Ministry of Housing, Communities and Local Government. He also welcomed Councillor Simon Hall who was representing Croydon Council in place of Tony Newman.

Apologies were noted from Dan Yates (Brighton & Hove City Council) and Tony Newman (Croydon Council).

**b) To Review Public Comments**

There were no public comments.

---

### **c) Minutes from last Board meeting and Matters Arising Schedule**

The Minutes were agreed and the Matters Arising Schedule was noted.

JS encouraged Board Members to ensure that their Declarations of Interest forms were up to date.

It was also highlighted that the Assurance Framework would be updated once the new National Assurance Framework was published, which was expected in the Autumn.

### **d) Declarations, Disclosures & Conflicts of Interest**

TW read out the standard Conflicts of Interest statement.

A number of Members declared conflicts and left the meeting during the discussion of these items: Steve Allen – Item 3 LEP Review (for the discussion on his Vice Chairman extension); Mike La Rooy – Item 3 LEP Review (for the discussion on his Board extension); Adam Tickell - Items 4a: Brighton Block J (papers were also withheld).

Three Members also declared conflicts in the context of the business to be discussed on the meeting's agenda. These were deemed to be trivial in line with the provision of the assurance framework. The conflicts were: Rosaleen Liard - Item 3 LEP Review (as the owner of a business based in Croydon which will be affected by the Brighton Mainline upgrade work); David Joy - Item 5 Chairman's Update (as a consultant employed on the redevelopment of East Croydon Rail Station); Julie Kapsalis - Item 5 Chairman's Update (in relation to the Crawley STEM project update).

### **e) Chairman's Committee meeting**

The Minutes of the September meeting were noted.

## **2. Gatwick 360° – Local Industrial Strategy (Part A) This item will be published**

JS introduced the report and deliver a presentation on the current progress made with Gatwick 360° and the development of a Local Industrial Strategy (LIS). The Board agreed to proceed to the next stage in the process which was to write to the Secretary of State to put Coast to Capital forward for inclusion in the next wave of LEPs to develop a Local Industrial Strategy.

Proposals for governance to support the negotiation of the LIS and the subsequent investment plan were approved. From the eight priorities identified through the Gatwick 360° process, it had been possible to match seven Board Sponsors, with one position still to be allocated.

It was agreed that although the Board would have ultimate oversight of the LIS, responsibility for its development would be delegated to JS, who would coordinate the work streams on the eight priorities. Regular updates would be included on the agenda for future board meetings. It was noted that £200,000 transition funding was available from the Government to assist LEPs in developing a LIS.

---

It was proposed that the branding of Coast to Capital be reviewed to maximise the national profile of the organisation in response to the publication of Gatwick 360°. The Board asked the Executive team to carry out exploratory work on the potential scope of rebranding, with an update reported back to the next Board meeting in January 2019.

**Action:** JS to commission further work on the branding of the organisation to bring back to the next meeting of the Board.

### **3. LEP Review (Part B) - This item will be published**

Steve Allen was conflicted and left the room during the discussion on his Vice Chairman term extension and returned for the remainder of the item.

Mike La Rooy was conflicted and left the room during the discussion on his board term extension and returned for the remainder of the item.

JS introduced the draft response to the Government's review of LEPs. It was confirmed that the outcomes from the review would be applied to all 38 LEPs and that Coast to Capital was well placed to achieve the majority of actions arising from the review. There were a couple of issues relating to geographical area of the LEP to be resolved and further work was needed to improve the diversity of the Board.

It was proposed that the issues concerning diversity would be addressed through the future recruitment of Board Members and also the appointment of Julie Kapsalis as the Coast to Capital Diversity Sponsor. It was acknowledged that addressing diversity issues remained the responsibility of all Board Members as well as the Diversity Sponsor.

JS updated the Board on the current situation regarding the membership of both Croydon and Lewes in the Coast to Capital LEP. At present possible solutions for Croydon and Lewes were being explored and any updates on potential outcomes would be provided to the Board once available.

It was noted that the Secretary of State had offered to meet with representatives from Coast to Capital to discuss the situation. A request was made for representatives from Croydon Council to be in attendance at this meeting.

GW reported that some of the district and borough councils felt underrepresented on the Board. It was acknowledged that it would be challenging to increase representation given the Government view that two thirds of Board Members should be from the private sector, but it was something that could be revisited at a later date.

The Board agreed:

- To extend Steve Allen's position as Vice Chairman to the end of his Board term to May 2019.
  - That the term limits for the Chairman and Vice Chairman would be a three year term with an additional three year term to a maximum of six years (pending confirmation of Government guidance).
  - To recruit a Board Director with the skills required to lead on the Growing
-

Places loan portfolio, to replace Ravi Shankar.

- To extend Mike La Rooy's position on the Board for a third three year term.
- To recruit Board Directors to fill vacancies as they arise; in line with our diversity campaign, and to ensure that candidates have the generalist skills and passion required to lead our SEP priorities
- That the District Councillor position on the Board should represent all District and Boroughs in the LEP area and not just those in the Gatwick Diamond, subject to consultation with Districts & Boroughs.
- To champion diversity across the organisation and appoint Julie Kapsalis as Coast to Capital Diversity Sponsor
- That more resources were clearly needed to deliver the ambitious agenda of the organisation, and that the Chief Executive should prepare an effective £200,000 additional funding request to Government.

**Action:** JS to invite representatives from Croydon Council to the meeting with the Secretary of State.

**4. Growing Places Fund (Part B) - Not for Publication - This item has been redacted**

**5. Chief Executive Report (Part A) - This item will be published with some redactions**

JS outlined the key points of his Report.

Representatives from Coast to Capital had attended the launch of the Bognor Regis campus of the University of Chichester, which was opened by the Duke of Duchess of Sussex.

Gatwick Airport had released their Masterplan, which included provision for using their emergency second runway to boost capacity at the airport by approximately 30%. The vision outlined in the masterplan fully endorsed the LEP's approach to economic development in the area.

**Single Accountable Body**

As of 1 October 2018, Croydon Council had taken full responsibility as the Single Accountable Body for Coast to Capital with the transfer from the previous authorities having progressed smoothly.

**Organisational Development**

There were currently no vacancies within the executive team.

Notice had been received from Horsham District Council that Coast to Capital would need to vacate Arun House in summer 2019. JS was working with local authority partners to explore options for new premises, but it was likely that any expenditure needed for the new office would be greater than the current arrangement.

---

**Action** – JS to establish whether an LEP was permitted to co-locate with a local authority.

## **Communications and Stakeholder Engagement**

The Communications Framework continued to be delivered with a significantly increased profile and visibility on social media. There had also been a lot more media work including television and JS having an hour long radio interview.

The next stakeholder event for the Strategic Economic Plan would be a 'SEP 6 month's on' event in January, which would be held at the Engineering and Digital Technology Park at the University of Chichester.

## **Brighton Mainline Alliance**

Coast to Capital had been working closely with the Department for Transport and Network in preparation for the first stage of the consultation, which would be launched in November.

Coast to Capital would be submitting a positive response to the consultation and encouraging other members of the Brighton Mainline Alliance to respond similarly.

## **Investment Pillar**

The Investment Committee had met twice and were making good progress towards increasing the understanding of the risks involved in delivering the 86 Local Growth Fund projects.

This paragraph has been **redacted**.

## **Growing Places Fund**

The Growing Places Fund continued to perform well and was on track to exceed its £500k revenue target for the year.

## **Service Pillar**

The first two Coast to Capital Growth Grants had been awarded. Following the receipt of 19 expressions of interest, 11 companies had been invited to submit applications for the next round of grants to be considered by the Growth Grant Committee.

The Coast to Capital Escalator Programme would be launched at an event in Horsham on 29 November, with over 120 companies expected to attend. An invitation was extended to Board Members.

## **Enterprise Advisor Network**

Funding had been acquired for the Enterprise Advisor Network for the next 15 months at a cost £150,000. This was currently on hold pending a review of the service to ensure it still met strategic aims following the launch of the SEP and that it achieved value for money.

## **International Trade**

It needed to be considered whether Coast to Capital should appoint a full time resource for international trade. Talks had been held with the Government on this

and greater clarity about whether this role was needed would become clear as Brexit progressed.

### **Newhaven Enterprise Zone**

Work continued on the Newhaven Enterprise Zone, with the Port Access Road business case approved by the Department of Transport and work starting on the project.

### **Energy Strategy**

The draft Energy Strategy was currently being finalised and would be brought to the next Board meeting in January for approval. Board Members were advised that they were welcome to submit comments on the draft version before the meeting.

### **6. Close: (Part A)**

There was no AOB. Future Meetings would take place as follows:

An extraordinary meeting of the Board would be held on 12 December, which would be followed by a dinner for Board Members. The next Board meeting following this would be held on 22 January.

At the close of the meeting TW paid tribute to outgoing Board Member, Ravi Shankar, for all his work on the Board since joining in 2011.

*Footnote: Unconfirmed minutes – subject to approval/amendment as necessary at the next meeting of the Committee.*

---

**Board Meeting – 12 December 2018**  
**Matters Arising Schedule**

<b>Meeting Reference</b>	<b>Action</b>	<b>Lead</b>	<b>Status</b>
Item 2 – Gatwick 360 – Local Industrial Strategy	Review of Coast to Capital branding.	JS	Initial exploratory work commissioned with Baxter and Bailey for presentation at January meeting.
Item 3 – LEP Review: Board roles	Align Vice Chairman term length with Board term (May 2019); extend Mike La Rooy's term to a final third three year term.	JS	Completed; letters issued in November 2018.
Item 3 – LEP Review: Board recruitment	Progress ongoing Board Director recruitment, ensuring candidates have skill and flair.	JS	Interviews for Ravi's successor to take place on 12 December 2018.
Item 3 – LEP Review: Diversity	Champion diversity across the LEP and appoint Julie Kapsalis as Diversity Sponsor.	JS	Completed. Diversity agenda to be applied to the upcoming Board Director recruitment.
Item 3 – LEP Review: District Councils	Role of the District Council representative to be clarified to ensure that the appointee represented all Local Authorities within the LEP area rather than just the Gatwick Diamond.	JS	Consultation exercise closed on 16 November 2018 and responses collated. Feedback to be shared with Garry Wall initially and the Board in January as part of Assurance Framework update.
Item 3 – LEP Review: Resources	Additional funding request for the LEP to be lodged with Government to help deliver strong and ambitious agenda.	JS	Submitted as part of the LEP Review Implementation Plan in October.  Paper for January 2019 Board meeting to cover two-year financial plans.
Item 3 - LEP Review: Geography	Invite representative from Croydon Council to meeting with Secretary of State.	JS	Decisions now reached on both Croydon and Lewes LEP boundary overlaps.

<b>Meeting Reference</b>	<b>Action</b>	<b>Lead</b>	<b>Status</b>
Item 5 – Chief Executive Report: LEP Office Accommodation	To establish policy on LEP co-location with a local authority.	JS	Office relocation approved at 22 November Chairman’s Committee meeting.
Item 5 - Chief Executive Report: Investments Pillar	Updates on investment plans for key Local Growth projects which were causing concern at next Board meeting.	JS	Gatwick Airport Railway Station to be included as Agenda item for December Extraordinary Board meeting; Brighton i360 and Crawley STEM to both feature in the January 2019 agenda.
Item 5 – Chief Executive Report: Enterprise Adviser Network (EAN)	Funding decision required for the EAN of £150.000.	JS	Review of the service discussed at November Chairman’s Committee.
Item 5 – Chief Executive Report: Energy Strategy	Circulation of draft and finalisation of Strategy document.	JS	Draft circulated to Board members in October. Final version to be approved at January 2019 Board meeting.