

Coast to Capital Board Meeting 44

Wednesday 3 April 2019: 5:00pm – 7:00pm
Quarry Conference Room, The Aldingbourne Trust,
Blackmill Lane, Norton, Chichester, West Sussex, PO18 0JP

Meeting Minutes**Board Members:**

Tim Wates (TW) – Chairman; Steve Allen (SA) – Vice Chairman; Karen Dukes (KD); Martin Harris (MH); Phil Jones (PJ); David Joy (DJ); Nick Juba (NJ); Julie Kapsalis (JK); Colin Kemp (CK); Jonathan Sharrock (JS); Adam Tickell (AT); Garry Wall (GW); Dan Yates (DY).

Attendees:

Cavendish Elithorn (CE); Cath Goodall (CG) - Cities & Local Growth Unit; Lisa Taylor (LT) – Accountable Body.

Carli Foster (CF); Anthony Middleton (AM); Hazel Nicholmann (HN); Kirsten Trussell (KT) - Coast to Capital.

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**a) Welcome and apologies**

TW welcomed Board members to the meeting. He introduced Sue Livett and Karen Tabner from the Aldingbourne Trust who gave an overview of the recently opened new facility, which was part-funded through the LEP's Local Growth Fund (LGF). TW expressed his gratitude to the Trust for hosting the meeting.

Apologies were noted from Daryl Gayler; Louise Goldsmith; Mike La Rooy; Rosaleen Liard and Tony Newman. It was noted that Daryl Gayler was progressing with his recuperation and that David Joy had recently retired from his position at London and Continental Railway.

TW also noted that this meeting would mark the last formal Board for four long-serving and esteemed Board members: Steve Allen (as Vice-Chair and Board member) and Nick Juba who would both mark their end of terms on 31 May, as well as Phil Jones at the end of June. Garry Wall would vacate his role once the 2 May 2019 local elections had concluded. All four would remain on the Board until their end of terms. Tributes would be paid to them at the end of the Meeting.

b) Public Comments

There were no public comments.

c) Minutes from last Board meeting and Matters Arising Schedule

The Minutes from the January 2019 were agreed and the Matters Arising Schedule was noted.

d) Declarations, Disclosures & Conflicts of Interest

TW read out the standard Conflicts of Interest statement. JK noted a potential conflict in relation to the Hurst Road site, given that Chichester College Group is the landlord. JK also noted a conflict with the Crawley College STEM bid – a Local Growth Fund project but noted it was not due for discussion. TW stated that any other conflicts arising would be addressed as necessary during the Agenda item.

e) Chairman's Committee Minutes (Part B)

The March 2019 Minutes were noted.

Martin Harris joined the meeting.

2. Chief Executive Report (Part A)

JS gave an overview of the new structure for the Board meeting Agenda which aimed to more closely align the work of the LEP with our annual performance. JS summarised key points as set out in the Chief Executive Report.

The Board noted that the new geographical boundaries had come into effect on 1 April, which meant that Croydon and Lewes now resided in the Local Enterprise Partnership for London (known as LEAP) and the South East LEP (SELEP) respectively. Croydon Council would retain its Accountable Body function for the LEP over a two-year transition period and thus would also retain a seat on the Coast to Capital Board.

JS explained that Coast to Capital had taken the lead in convening the eight South East of England LEPs (known as the Southern LEPs) in response to Government/LEP network feedback as to better inform Ministers of the profile and shared priorities of the Southern LEPs.

Members noted that following approval at the January Board, Baxter & Bailey have undertaken a refresh of the LEP branding. The new branding guidelines would be implemented across the organisation in a staged process and would commence with a fully branded application pack for the Vice Chair recruitment process.

A successful meeting of the Joint Committee had taken place in March, which updated Members on the development of the Local Industrial Strategy (LIS) and ratified the Board's decision to introduce an additional District Council Director to the Board. A full set of the Minutes would be circulated to Board members. TW and JS would be furthering their engagement programme with Local Authority leaders.

Members noted that the LEP would be taking soundings on the operation of the Board in order to build on existing strengths. Changes would also be made to the tenure of the FE and HE Director positions, both of which are currently appointed for the maximum of two one-year terms. The proposal would be to consult on extending terms to three years as to align them with Board Director positions. The LEP would

consult the HE sector on Adam Tickell's reappointment pending the consultation on wider changes. The Board agreed to AT's specific request for him not to be involved in the decision about the person to be chosen.

Members were updated on the outcome of the Annual Conversation with Government which took place in January 2019, which had left the LEP in the top 10 on overall performance. The status of 'good' in the prescribed areas of Governance, Delivery and Strategy marked a step up from the previous year, however the LEP would be striving for exceptional in 2020. Members felt that the rating for 'Strategy' deserved a higher award, given the indepth work by the LEP in this regard. CG gave an overview of how the definitions were formulated, and indicated that exceptional was not the norm. Going forward CG felt that the LEP's position is looking strong overall.

The Assurance Framework document was published in March, and JS thanked members for both their input on the draft and approval of the final product.

JS referred to the Corporate Risk Log included in the papers and advised members that the LEP would be commissioning external consultants to provide more professional guidance on Risk management processes and frameworks. Members felt that the existing Log should also address reputational and project delivery risks.

Members noted that there would be a review of Board member involvement in sub-committees and wider work on the LIS at the July Board, to take stock of the situation.

Colin Kemp joined the meeting.

The recruitment process would be getting underway for a new Vice Chair to replace Steve Allen. CG reminded about the offer of using Government channels to additionally promote the vacancy. The anticipated recruitment timescale would mean a June/July gap ahead the successor starting. The Board agreed with the Chairman's Committee proposal to appoint Julie Kapsalis as Interim Vice Chair during the gap.

Members were updated on progression of the new office premises at Pacific House in Three Bridges, which now had an expected move date of 1 July. JS confirmed that the design for the single floor office had been agreed and would also include collaborative space to help provide for more fulsome engagement with stakeholders.

JS was pleased to highlight the 'Celebrating Women in Business' event which would take place on 24 April at Ridgeview Wine. All Board members were reminded about nominating a female guest from within their network if not already done so.

Thanks were conveyed to David Joy and all those involved with the successful stakeholder event in February at the Engineering & Digital Tech Park at the University of Chichester. The event focused on Priority 1 – 'Delivering Prosperous Urban Centres.' A series of monthly 'Big Debates' would take place in the lead up to the AGM in September, which would further support the development of the LIS.

JS reported that the Growth Hub, partnered with Innovate UK, had delivered a major regional innovation event which included the Knowledge Transfer Network, Enterprise Europe Network and Digital Catapult and the University of Brighton Enterprise Team. The 'Rose Review' had also been published which identified entrepreneurial gender gaps. Julie Kapsalis was a major contributor to the review and as a result the LEP was one of two chosen to benefit from a seconded NatWest Manager to support the engagement with and support of female entrepreneurs. It was hoped that this would

result in an increase in Growth Grant applications from women going forward.

JS reported that the governance of the Growth Grants scheme has been audited by BDO and there were no red flags identified. The programme was also reviewed as part of the assurance framework review and identified as best practice for its scoring methodology.

Members were updated on progress of meetings held in relation to the innovative Escalator programme, which so far have been well received by participants. Key topics emerging would be disseminated and used to inform future business support activity.

Following approval by the three LEP Boards, the South2East energy strategy was launched in March at The Crystal conference venues in London. TW kindly compered the event.

TW requested that more spotlight should be shone at the July Board meeting on the outcomes of the European Structural Investment Funds as they begin to bear fruit.

SA indicated that Coast to Capital was awaiting to hear further from SELEP, as to further progress plans for their new administration of the Newhaven Enterprise Zone, in partnership with Coast to Capital. Formal proposals have been submitted to SELEP from Coast to Capital outlining the proposed way forward.

SA emphasised that it was difficult to further progress the aims and the objectives of the Enterprise Zone without refreshed governance in place.

3. Strategy

Local Industrial Strategy Update: (Part A)

The LEP was included in the third and final wave of negotiations with Government. Members noted the key milestones which had been reached on the Strategy since the last Board; as well as the progress against the eight priorities in the Strategic Economic Plan - Gatwick 360°, as defined in the papers.

JS presented key requirements to formulate the Strategy which would entail competing with other regions; staying alive to and navigating political risk; as well as building on more specific ideas following the success of Gatwick 360°. Members also noted the need for a clear focus on the scale of projects that should be put forward for investment.

JS outlined specific challenges required to make the LEP's geographical area compelling, including:

- being able to tell a positive and engaging story;
- having an assessment framework for evidence gathering against which the LEP would be judged;
- the importance of enlisting support from local authorities to help create a strong sense of place.

Conclusions of the LIS would focus on four specific geographical products which would

allow Ministers to understand the unique offer that the region can make to national productivity defined as:

- identification of a Gatwick to London growth corridor;
- development of the towns around Gatwick airport;
- growth of coastal communities, which offer a unique opportunity to Government because of the economic success of Brighton and the coast's proximity to Gatwick.
- the need for investment and attention into the LEP's rural areas, and the opportunities they offer for a different types of economic development.

Several Board members were keen to emphasise the significance of Greater Brighton in relation to the coastal communities product. This would be reflected appropriately in the future development of the geographical products through the LIS.

A discussion also took place surrounding four types of projects defined as *Regional mega-projects*; *Large scale public investment*; *Multiplier investment* and *Local*. Members shared their views on how best these would be achieved as to identify and create investment opportunities that work for the area.

Going forward data would be collected from the eight workstreams; the four products would be worked up in more detail and the scope of the projects would be more clearly defined. Findings would be brought to the July Board meeting for further discussion.

4. Governance (Part B – this item will be published)

Members noted the content of the Coast to Capital Business Plan, as defined in the papers, which sets out the LEP's organisational vision and delivery commitments, including an agreed budget for the current financial year. A new Delivery Plan had also been produced in line with Government requirements. JS stated that the LEPs financials were on a sound footing, and that the move to the current Accountable Body had paid dividends. The arrangement would continue with Croydon Council for two more years.

5. Delivery

a) Local Growth Fund Investment Programme (Part A)

JS gave an overview of the Investment Committee's terms of reference and membership. Members noted that Julie Kapsalis has taken on the role of interim Investment Committee chair covering for Daryl Gayler's absence on sick leave.

JS stated that the Committee is empowered to take investment decisions on projects below £2m, based on full scrutiny of business cases. Recommendations would now be made to the Board on investment decisions above £2m, following full scrutiny of business cases by the Investment Committee. The Investment Committee is also remitted to consider and approve any proposed material changes in project scope for investments below £2m; and to consider and make recommendations to the Board on any proposed material changes in project scope for investments above £2m.

In line with risk management principles, the Committee would escalate to the Board together with a recommendation, projects which are assessed as Red and where it might be necessary to withdraw and/or re-allocate funding. JS also summarised the more detailed requirements of the Board's role as set out in the papers.

Members agreed that LGF project risk should be listed at the top of the LEP Risk Log given their fluctuating nature. Members also paid credit to Tony Middleton and his team for thorough and robust handling of the LGF, including management of intricate Investment Committee meetings.

b) Local Growth Fund Consent Paper (Part B – this item will be published)

Members noted that a consent report from the Investment Committee would issue ahead of each Board meeting. The purpose would be for the Board to be assured on progress that the Committee is making and to consider issues referred to within the paper, rather than examine the detail of individual projects or the evidence base unless requested to do so.

Adam Tickell was conflicted and left the room.

No comments were raised by Members for the specific items covered within the Consent Paper which issued by email for this meeting which reflected Investment Committee recommendations and decisions following the meeting on 15 March.

c) Growing Places Update (Part B – not for publication)

This item has been redacted.

6. Close (Part A)

Adam Tickell returned to the room

Warm tributes were paid to each of the outgoing Board members to thank them for their unstinted dedication during their time at the company. It was noted that several had been founding members, and each had brought a unique and refreshing approach to their respective roles. TW also conveyed special thanks to Steve Allen as outgoing Vice-Chair for his invaluable support both to him and the wider team. It was noted that a Board dinner would be arranged by way of a collective thank you.

There was no further business. Future meetings would take place on 10 July (Gatwick Airport, possibly with airside tour) and 16 October (venue TBC).

Coast to Capital

Meeting: Coast to Capital Board Meeting
Date: Wednesday 10 July 2019
Report Title: Matters Arising Schedule
Report by: Hazel Nicholmann
Item No: 1 c)
Part: A

Meeting Reference	Action	Lead	Status
3 April 2019 meeting: Minutes of April meeting Item 2 – CE Report	Finalise branding guidelines and progress Board recruitment under the new branding.	JS	Completed. Interview panel held on 12 June and four positions filled. Due diligence underway.
3 April 2019 meeting: Minutes of April meeting Item 2 – CE Report	<p>Circulation of Joint Committee meeting Minutes to Board members.</p> <p>TW and JS to further their engagement programme with Local Authority Leaders.</p>	JS	<p>Completed.</p> <p>In progress, and refocussing effort following the changes arising from 2 May 2019 Local Elections.</p>
3 April 2019 meeting: Minutes of April meeting Item 2 – CE Report	Tenure of FE and HE Director positions/proposed alignment with Board Director three year terms.	JS	<p>Frances Rutter appointed by FE sector as successor to Nick Juba. Her position to be ratified at the LEP AGM on 11 September.</p> <p>Next step is for HE Director position to be confirmed.</p>
3 April 2019 meeting: Minutes of April meeting Item 2 – CE Report	Review of Board member involvement in sub-Committees, as well as wider work on the LIS.	JS	Ongoing. Please see July Board papers (Agenda items 2 and 3).

Meeting Reference	Action	Lead	Status
3 April 2019 meeting: Minutes of April meeting Item 2 – CE Report	Greater spotlight on ESIF development for July Board meeting.	JS	Completed. Please see July Board papers (Agenda item 5c).
3 April 2019 meeting: Minutes of April meeting Item 2 – CE Report	Re-alignment of Newhaven Enterprise Zone under SELEP administration.	JS	Jonathan has taken lead in engaging with SELEP work. We have offered full support for their plans.
3 April 2019 meeting: Minutes of April meeting Item 3 – Strategy	Progression and further development of the LIS, for July Board Agenda.	JS	Ongoing. See Item 3 of the July Board papers.
3 April 2019 meeting: Minutes of April meeting Item 5b – Delivery (Local Growth Fund)	Capture LGF Project risk in LEP risk management	JS	June Audit Committee approval received to enlist BDO in improved Risk management controls.
3 April 2019 meeting: Minutes of April meeting Item 5c – Delivery	Instil separation of duties for Karen Dukes' GPF roles and responsibilities whilst acting in an executive role. Also to keep Audit Committee apprised on developments.	JS	Completed. Separation expired on 14 June.