

# Coast to Capital

**Reference:** Coast to Capital Board Meeting  
**Date:** 27 January 2022  
**Report Title:** Matters Arising Schedule  
**Report by:** Nick Darwin  
**Item No:** 1)c)

Meeting Reference	Action	Lead	Status
1. October 2021 Meeting (Item 2)	Update to Board on funding withheld from Local authorities	AM	Closed. Funding has been granted
2. October 2021 Meeting (Item 2)	Update of LEP review to be given to Board	AM	Closed. Item in agenda
3. October 2021 Meeting (Item 2)	Finance and Resources Committee to discuss use of reserves	AM/ST	Closed. Financial situation of LEP discussed at the Committee
4. October 2021 Meeting (Item 4)	Board to further discuss consultancy services provision at Board strategy day	AM	Closed. Discussion held at Board Strategy Away day.
5. October 2021 Meeting (Item 5)	Draft response to Gatwick Northern Runway to be presented to the Board before submission	MW	Closed. Board approved response and submission of response.
6. October 2021 Meeting (Item 8)	Lessons Learnt paper on Crawley Innovation Centre to be submitted to next Audit and Risk	AM/C G	Closed. Audit and Risk Committee delayed but paper was presented at next meeting.
7. October 2021 Meeting (Item 9)	LEP response framework to be developed and have action plan to bring to next Board meeting	AM/C G/MW /KT/D S/KS	Closed. Value proposition will be discussed at the Board meeting.

# Coast to Capital

## **Annual General Meeting**

Wednesday 10 November 2021

Harlequin Theatre, Warwick Rd, Redhill RH1 1NN and by video conference

## **Meeting minutes**

### **Attendees**

#### **Board members:**

**In person** - Julie Kapsalis (JK) – Chair; Richard Hopkins (RH); David Joy (DJ); Paul Marshall (Paul M); Claire Mason (CM); Frances Rutter (FR); Mark Brunt (MB); Natalie Bramhall (NB); Jane Longmore (JL) Richard Hopkins (RH);

Apologies – Martin Harris, Rosaleen Liard, Phelim Mac Cafferty, Amanda Jones, Karen Dukes, Jamie Arnell.

#### **Key in person attendees:**

Coast to Capital – Anthony Middleton (AM); Kirsten Trussell (KT); Kristel Smith (KS); Matthew Wragg (MW); Cali Gasson (CG); David Smith (DS); Jake Daniels (JD); Alice Masterson (AMS).

Accountable Body – Stephen Trigg (ST), Wendy McRae- Smith (WMS); Nigel Manvell (NM); James Hengeveld (JH).

BEIS – Sarah Bosley (SB);

## **1. Welcome**

JK opened the Annual General Meeting (AGM), which was the second to be delivered virtually with technical support from Platform 9. It was noted that Board members were in attendance at the Harlequin Theatre in Redhill alongside the senior management team. Over two hundred external participants had also joined virtually and were warmly welcomed to the meeting.

## **2. Minutes of 2020 meeting**

The minutes of the 2020 AGM were approved.

### **3. Annual report 2020/21**

The Annual Report for 2020/21 which was published on our website on the 9<sup>th</sup> of November 2021 was praised.

### **4. Accounts for the year ended 31 march 2021**

The Accounts for the Year End 31 March 2021 were noted as approved by the Board at its meeting on the 1 July 2021.

### **5. Coast to Capital articles of association**

It was noted that the Coast to Capital articles of association had been updated in line with our governance changes as of 1 July 2021.

### **6. Confirmation of the Coast to Capital Board of directors**

JK commended the existing Board of directors for their ongoing engagement and commitment and confirmed the Board directors for the year 2021/22 as follows:

#### Chair and CEO

- Julie Kapsalis (Chair and diversity champion)
- Jonathan Sharrock (CEO)
- Karen Dukes (Interim Vice-Chair)

#### Private sector directors

- Jamie Arnell
- Martin Harris (transport sponsor)
- Richard Hopkins
- Amanda Jones
- David Joy (housing and regeneration sponsor)
- Rosaleen Liard
- Claire Mason (SME representative)

#### Public sector directors

- Cllr Natalie Bramhall
- Cllr Phélim Mac Cafferty
- Cllr Paul Marshall
- Cllr Mark Brunt (District Council representative)

#### Higher and further education directors

- Frances Rutter
- Jane Longmore

In addition, specific thanks were paid to Board members who have stepped down over the past year including Cllr Colin Kemp, Cllr Dan Humphreys as Board members, and Cllr Bob Lanzer as a deputy Board member, all who had made a significant input to helping Coast to Capital during their time. Thanks, were also passed to Cllr Tony Newman, Cllr Hamida Ali, Cllr Manju Shahul-Hameed and the team at Croydon Council led by Lisa Taylor and Sean Murphy, who stepped away from the role as accountable body due to the LEP boundary changes.

## **7. Chair's statement**

JK outlined the challenges Coast to Capital has faced in the last year and how the company has successfully reacted to the disruption caused by Covid-19. Achievements of the LEP were highlighted, notably from the growth hub who have had and responded to over 2,500 business support enquires, the launch of skills action plan, and the investment team who distributed £4million to over 200 SME's. What is more, Coast to Capital has continued its close working relationship with local authorities, to support their economic strategies and working with business and economic bodies across the region.

It was highlighted that the decision for LEPs to no longer administer regional investment funds, along with the impending LEP review and the publication of the 'Levelling Up' white paper, will be key in shaping Coast to Capital's objectives for the next financial year. However, JK illustrated how Coast to Capital is being proactive in defining itself, through continued engagement with business sectors, the publication of our skills action plan, the development of a regional project programme, and through the promotion of equality, diversity and inclusion.

## **8. Economic context**

CM outlined the economic picture for Coast to Capital's region, noting an economic decline due to Covid-19 effects. The regions reliance on Gatwick airport was also a key factor to this decline. Significant redundancies, unemployment among the younger workforce and the need for re-skilling programmes were other key issues highlighted. The Economic decline was further worsened by changes in the business environment post-Brexit.

A 40% rise in new company registrations, was a source of optimism for economic growth. CM outlined Coast to Capital's 'Stronger Smarter, Greener' strategy to combat these economic challenges, and focus on Green Investment, supporting the recovery of the labour market and strong investment into sustainable economic recovery.

CM also raised the investment made in the digital infrastructure of the region and highlighted the work in providing fibre connection. CM closed the item by committing to collaborating with partners of regional projects.

## **9. Our impact**

RH began by focusing on Coast to Capital's achievements through three main functions: business support and skills function, the regional projects offering and the investments function, explaining their effect. Note was given to the £300 million

invested into the Coast to Capital region over the last eight years. In 2020/21 over £19.2 million was given out through the Getting Building Fund and the LEP oversaw a variety of projects funded by Local Growth Fund. The 10,967 businesses supported through the growth hub and the 85 businesses who received the peer networks programme was highlighted as a key success. RH promoted the launch of the careers hub and skills strategy and action plan as an example of work conducted by the skills function, with the EAN team also reaching targets of 100% eligible schools achieving gatsby benchmark 6 and continuing their high standard of work.

Furthermore, RH focused on how Coast to Capital's grants, loans and programmes have specifically impacted the region. A variety of guest speakers were introduced to showcase this impact:

- JL presented on behalf of the University of Chichester's school of allied health and nursing. This project was partly funded by £1.2 Million of Getting Building Funds. It was highlighted how Coast to Capital's investment provided not only new facilities, but a way for meeting a skills shortage in West Sussex by providing facilities to train qualified nurses and supporting physiotherapy degrees.
- RH highlighted how the backing business grants have helped small businesses across the region. Chris Scott, the Learning Lead at Accerler8, provided an update since receiving a backing business grant in 2020, and highlighted how the grant had a positive effect at pivoting the company towards digital training provision, which helped generate income during the pandemic.
- Simon Gilchrist, the Managing Director at BCMY Ltd, stated how receiving growing places fund loan of £1.45 million helped to grow their business; outlining how the funds allowed them to expand and move to a larger premises which enabled their turnover to grow.
- The work of the Skills 360 Board in creating the right skills for businesses was noted and the work of the enterprise adviser network was illustrated through the 'Hello Future' event. David Allison, Co-Founder and CEO of TheTalentPeople and GetMyFirstJob Ltd, explained how 'Hello Future' has provided students with access to employers and experts to build knowledge on employable skills.

## **10. Closing remarks**

AM gave thanks to those that joined the AGM event virtually, and thanked LEP staff, Board members, and partners for supporting Coast to Capital's work.

The LEP review, Levelling Up white paper and Covid-19 were all noted as significant challenges for the next year, and AM reflected on the resilience of the staff and the Board of the LEP during this time. The new consultancy support offer was presented whereby Coast to Capital will be looking to support partners and local authorities through working on project management, economic appraisal commissions and developing businesses cases.

AM again thanked the speakers and Board members for their time and contribution.

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

# Coast to Capital

## **Board Meeting 54**

Thursday 14 October 2021

Ricardo Centenary Innovation Centre, Old Shoreham Road, Shoreham, West Sussex, BN43 5FG

## **Meeting Minutes**

### **Board Members:**

Julie Kapsalis (JK) – Chair; Mark Brunt (MB); Martin Harris (MH); Richard Hopkins (RH); Daniel Humphreys (DH); Amanda Jones (AJ); David Joy (DJ); Jane Longmore (JL); Natalie Bramhall (NB); and Claire Mason (CM).

Apologies are noted from; Phelim Mac Cafferty, Jonathan Sharrock, Frances Rutter, Jamie Arnell, Karen Dukes, Rosaleen Liard and Paul Marshall.

Both Mark Brunt and Natalie Bramhall joined the meeting virtually.

### **Other attendees:**

- Clare Mulholland (CMH) – BEIS (Cities & Local Growth Unit)
- Cavendish Elithorn – DfT (LEP Senior Support)
- Steve Waight (SW); West Sussex County Council (Deputy for Paul Marshal)
- Nigel Manvell (NM); Wendy Mc-Rae Smith (WMS); Stephen Trigg (ST); Accountable Body (Brighton and Hove City Council).
- Nicholas Darwin (ND); Anthony Middleton (ALRM); Kristel Smith (KS); Matt Wragg (MW); Kirsten Trussell (KT) – Coast to Capital
- Alison Addy (AA); Tim Norwood (TN) – Gatwick Airport

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

## **1. Introduction**

### **a) Welcome and apologies**

JK welcomed Board members to the 54<sup>th</sup> Coast to Capital Board, which was the first in person meeting for a considerable period.

JK thanked Ricardo for hosting us at their facility for this meeting.

JK noted that the Board was to be recorded for the purpose of taking minutes. With

the recording deleted after those minutes have been produced.

JK noted to the Board that this meeting was a “hybrid” meeting and certain Board members, Natalie Bramhall, and Mark Brunt, would be joining through Zoom.

## **b) Public Comments**

There were no public comments.

## **c) Minutes of the July Meeting and Matters Arising documents**

The minutes of the July Board meeting were approved by the Board.

AM stated that All Matters Arising are closed or are to be addressed at the meeting.

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

JK confirmed all conflicts of interest are updated and the Conflicts of Interest statement was stated to the Board.

ND stated the Conflicts of interest identified for the meeting and that:

- For Item 3 SW, MB, NB, and DH would be conflicted for their involvement in projects mentioned in the paper but would not be asked to leave the meeting as no decisions were to be taken. DH clarified that he is not involved in the project mentioned in the paper and would not be conflicted.
- At Item 7 DH and MB would be conflicted as there was a decision related to their terms as Board directors. They would not be asked to leave the meeting as the approval of their terms does not rest with the Board.
- At Item 9 SW would be conflicted but not asked to leave the meeting.

## **2. LEP Review Update**

AM outlined the current context surrounding the LEP review. Discussion revolved around Government withholding the second tranche of Core Funding, £250,000 until the result of the LEP review. AM outlined the potential timeline for a response from Government regarding the remaining funding. AM further outlined how Local Authorities, are also withholding half of their funding. AM explained how this affects the budget but noted that the new income streams from the consultancy work can help with cash flow going forward.

AM built on this by sharing with the Board information and discussions that have been held around the LEP review with Stakeholders. Item 8 would build on these scenarios. AM did note the strong financial position of the LEP, the LEP’s ability to adapt to many scenarios and the potential opportunities this does present.

JK added that the Board will have the opportunity to discuss further after the AGM in November with the hope of more information from the LEP review. CMH closed by providing further context from Government, noting the result of the review will be around the completion of the spending review and the white paper. and reassured

the Board that Area Leads are working with the Treasury over the funding delay. The Board agreed to set a date for a decision to be made on the use of reserves, which will be discussed at the Finance and Resources Committee in December.

### **3. Delivery**

The Board discussed the paper and closed the item by approving the remaining recommendations in the paper by the Investment Committee.

### **4. Regional Projects Paper**

AM updated the Board on the progress of the regional projects team and the work to identify key projects that have significant economic impact and the seed funding available for these projects. AM also explained the work taking place within the team on paid consultancy services to generate income for the LEP, noting Tandridge as an example. As part of this conversation, KT illustrated to the Board a successful bid received for analysis to be provided for the Sussex Chamber of Commerce, furthering the potential income streams developed by the LEP and demonstrating the “added value” the LEP has.

MW built on this by illustrating the market testing the team has undertaken. MW noted the balance to be found between regional and local projects. The benefit of local projects to the LEP were displayed to the board, noting a £250,000 potential pipeline of consultancy work. MW also touched upon the role Board Sponsors can play in these regional projects.

AM clarified how the seed funding would work, with reporting to the new Programme Committee which would oversee the decision making process of granting this funding. It was stressed that separation, with strict governance, would be implemented between local consultancy projects with fees going to the LEP, and the grant of seed funding. This was also to be held accountable to the Audit and Risk Committee. The Board raised concern over managing potential conflicts, especially with bodies applying for seed funding but paying the LEP for consultancy work. It was stressed explicitly to the Board that the consultancy work would sit entirely separate from the Programme Committee overseeing the allocation of seed funding.

The Board praised the work conducted to establish the regional and local projects. It was noted the LEP needed to change as a business and grow alternative work streams and this presented a strong strategy to do so. Queries around the role of the Board Sponsors in both challenging and supporting the projects arose, there was concern that conflicts would arise not only for Board members themselves but for the organisations they represented. Furthermore, the question arose if the Directors were undertaking paid work, this was in contrast to their current, unremunerated, role. JK and AM did stress the nuances in the Board Sponsorship role, noting it was not the intention for these sponsors to undertake large scale work but to offer contacts and advice. Work would be undertaken after the LEP review to organise how the LEP would provide these consultancy services and this would be discussed further at the AGM strategy afternoon.

In addition, the Board suggested development of this business model and stress testing. AM re-assured the Board of one of the USP's of the LEP in its competitive pricing strategy as a not-for-profit organisation. The Board gave approval to the terms of reference for the Programme Committee, noting further work to be done on Board Sponsor roles. The Board did endorse the Regional projects team service offer but, in light of conversations held, agreed to discuss further the growth of this service offer.

JK noted that this discussion was to be furthered at the AGM in November.

AA and TN joined the meeting.

## **5. LEP Response to Gatwick Northern Runway**

The Board noted the presentation given and discussed how Coast to Capital would respond.

## **6. Business Engagement Paper**

KT presented the Business Engagement paper, noting in her role as Acting Head of Business Engagement, Skills, and Innovation, she oversees a large number of Coast to Capital functions. KT highlighted to the Board the work done by the team but paid specific attention to business support function of the team, noting the expert knowledge, network and influence we can offer. KT outlined how we will work with business's going forward to keep building these key relationships. Due attention was also paid toward the business intelligence development, with focus on the MnAI projects and gender disaggregation.

## **7. Executive Report**

JK opened the item by updating the Board on the Chairs Report. AM updated the Board on the Executive Report, noting the successful developments across the business. AM notified the Board on work done to fine tune the restructure that the company has undergone and illustrated the successes of the Away Day for staff collaboration. The Board was also informed of the Acting CEO and Chairs conversations with MPs. Further note was given to the publication of business plan in the summer, the AGM to be held on the 10 November and the extensive number of virtual events held by the Enterprise Advisor Network team as detailed in the report. AM focused the Board on 4 approvals outlined in the paper:

1. The approval of the Annual Report. JL raised a desire for more knowledge intensive business case studies to be brought out in the report. The Annual report was approved with this amendment.
2. The approval of Version 8.1 of the Assurance Framework. AM highlighted how this was scrutinised by the Audit and Risk Committee at their previous

meeting. It was also raised that further amendments are to be made to the document so that it is in line with the Business Plan and the LEP Review outcome.

3. The approval of additional annual leave for all staff during the Festive period. Approval for this had been given by the Finance and Resources Committee but the decision was to be ratified by the Board to emphasise the thanks from Directors for all the hard work undertaken by the team. Approval was given by the Board.
4. The approval to invoke Article 11.2 to extend the terms of the District and Borough Councillors subject to approval from the relevant District Council bodies. Specific note was given that the Board was not approving their appointment but the process required for re-appointment. Approval by the Board was given.

It was highlighted to the Board that we have been served notice of termination on our lease for our current Office at Three Bridges. It was noted this move can be an opportunity to reduce costs. The Executive team would be working with our landlords to find a mutually beneficial exit from the office and alternative provisions for office space.

## **8. Crawley Innovation Centre Update**

The Board noted the paper presented and discussed further.

## **9. LEP Review Response Framework**

The Board noted the paper presented and discussed further.

## **10. Reflection and Close**

### **AOB**

JK confirmed the AGM is to be held on 10 November at The Harlequin Theatre, Redhill with a Board Away Day in the afternoon. JK thanked MB for arranging the venue and tour of the Marketfield Way Project which will follow the AGM.

JK informed the Board of the plans for monthly All Team meetings to take place at the Coast to Capital offices and invited Board members to attend where possible, to meet the team and hear about company developments. It was advised that further information would follow.

JK concluded by thanking the team for their help in preparing the Board and finally extended her personal thanks, as well as the Board's, to AM for the incredible work he had done in the last few months as Acting Chief Executive.

There was no further business raised.

JK thanked the Board for their participation and the Coast to Capital team for their hard work in the preparation and delivery of the Board meeting.

*Unconfirmed minutes – to be approved at the next Board meeting.*

**27 January 2021 Board Meeting  
Agenda Item 1 d)**

## **Declarations, Disclosures and Conflicts of Interest Statement**

Should any Member or employee consider themselves or another present to have a conflict of interest, this must be declared at this point. Should you become aware of an interest during the course of the meeting, this shall be declared at that point within the meeting. Any interests not already on the register need to be included in an updated register within 28 days of you becoming aware of the interest.