

Coast to Capital

Meeting: Coast to Capital Board Meeting
Date: Thursday 28th April 2022
Report Title: Assurance Framework Updates
Report by: Cali Gasson
Item No: 5

Recommendation:

The Board is asked to:

- **Agree** the changes within Version 9.1 of the Assurance Framework as **recommended** by the Audit and Risk Committee.
- **Note** that a further review and update of our Assurance Framework will be undertaken early in the 2022/23 financial year to reflect the value proposition and role of LEPs as outlined recently by Government.

1. Context

Following the company restructure and publication of the 2021/22 business plan, it was understood that specific revisions needed to be made to our Local Assurance Framework. The initial plan was to align this activity following the formal outcome from the LEP review, but given the substantial delays in this coming forward, a smaller update to the Assurance Framework was prepared.

The revised version of the Local Assurance Framework (Version 9.1) and its annexes can be seen in **Annex A and B**. This was presented to the March Audit and Risk Committee meeting for recommendation for Board approval.

2. Amendments

Amendments within this document ensure we not only fully comply with the National Assurance Framework but reflects the changes that have taken place within the organisation over the last 6 months. These include:

- Removal of any reference to an Integrated Programme Office which was never formed, and instead replaced by the formation of the Programme Committee function along with its Terms of Reference (TOR).
- Updates to align Board recruitment activity with both National Assurance Framework and our Articles, to include the Chair and Vice-Chair position.

- Increasing the number of 'co-opted' Board from 3 members to 5 members, to align with the National Assurance Framework. This includes enabling the Board to agree to extend co-opted directors on a rolling 1-year basis.
- Changes to the TOR for both Audit and Risk, and Finance and Resources Committees, to enable crossover of membership, subject to agreement from both Committee Chairs, and the Chair of the Board.
- Changes to core services/team structures aligning to the 2021/22 Business plan, to include mention of the regional projects workstream.
- Removal of any reference to the Recovery Grants Panel due to the fund being closed.
- Information on the Regional Projects Business Case Development Fund, which is currently active and being deployed by both Investment Team and Programme Committee.
- Hyperlinks to key documents inserted through
- General typos and grammatical errors that were picked up.

The Board is therefore asked to **agree** these changes, as recommended by the Audit and Risk Committee, to enable the publication of a document that truly reflects our current position.

3. Next Steps

The Board should also **note** that once we have fully processed and understood how best to implement the Governments request for LEPs as part of our value proposition and business planning activity, a further and more detailed update of our Local Assurance Framework will be undertaken later in the year, which will be version 9.2.

4. Diversity Statement

There are no diversity considerations to raise.

5. Legal Statement

This paper has been reviewed by Brighton and Hove City Council in their role as the Accountable Body.

6. Financial Statement

There are no financial implications to consider.

Annexes

- **Annex A:** Assurance Framework V9.1
- **Annex B:** Assurance Framework Annexes V9.1



**Assurance
Framework
March
2022**

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Annexes

Annex	Title
A	Nominations Committee Terms of Reference
B	Finance and Resources Committee Terms of Reference
C	Audit and Risk Committee Terms of Reference
D	Joint Committee Terms of reference
E	Investment Committee Terms of Reference
F	Growing Places Committee Terms of Reference
G	Skills 360 Board Terms of Reference
H	EU Structural and Investment Funds (ESIF) Committee
I	Executive Committee Terms of Reference
J	Programme Committee Terms of Reference
K	The Transport Assurance Framework
L	How Funding Decisions are made
M	Monitoring and Governance for Projects with Grant Funding
N	Coast to Capital Output Definition and Evidence Requirements
O	High Risk Monitoring Protocol
P	Funding Withdrawal Protocol

In addition, the following policies can be found on the Coast to Capital website:

- Anti-Fraud and Anti-Bribery Policy
- Complaints Policy (including Confidential Complaints Procedure)
- Conflicts of Interest Policy
- Directors Expenses and Remuneration Policy
- Equality, Diversity and Inclusion Policy and Anti-Racist Policy
- Gifts and Hospitality Policy
- Procurement Policy
- Risk Policy
- Whistleblowing Policy

The Board Director Code of Conduct and the Declaration of Interest Form can also be found on our website.

www.coast2capital.org.uk

Version Control

Version	Reason for update	Publication date
V9.1	Updated following lessons learnt, and to reflect specific organisational changes arising from the 2021/22 Business Plan	<i>Planned April 2022</i>
V8.1 - 2021	Updated following exemptions given due to ongoing LEP Review	October 2021
V8	Updated following a Governance Review in line with our annual review of the Assurance Framework	April 2021
V7	Updated to respond to annual review of Assurance Framework	January 2020
V6.3 - 2019	Compliant with 'National Local Growth Assurance Framework' (January 2019) – Signed off by Accountable Body and Board	March 2019
V6.2 - 2019	Draft version shared with Board members and updated with feedback	-
V6.1 - 2019	Draft version reviewed by Accountable Body	-
V6 – 2019	Updated to comply with 'National Local Growth Assurance Framework' (January 2019) – Draft for Board consideration	-
V5 – 2018	Updated to comply with 'Local Enterprise Partnership governance and transparency: best practice guidance' (January 2018)	February 2018
V4 – 2017	Final version 2017	February 2017
V3 – 2016	Draft version produced to comply with 'Local Enterprise Partnership National Assurance Framework' (November 2016)	November 2016
V2.1 - 2016	Updated for 2016	March 2016
V2 – 2015	Final version 2015	March 2015
V1 – 2015	Draft version produced for Growth Deal 2015	January 2015

1. Introduction

1.1 Coast to Capital Local Enterprise Partnership

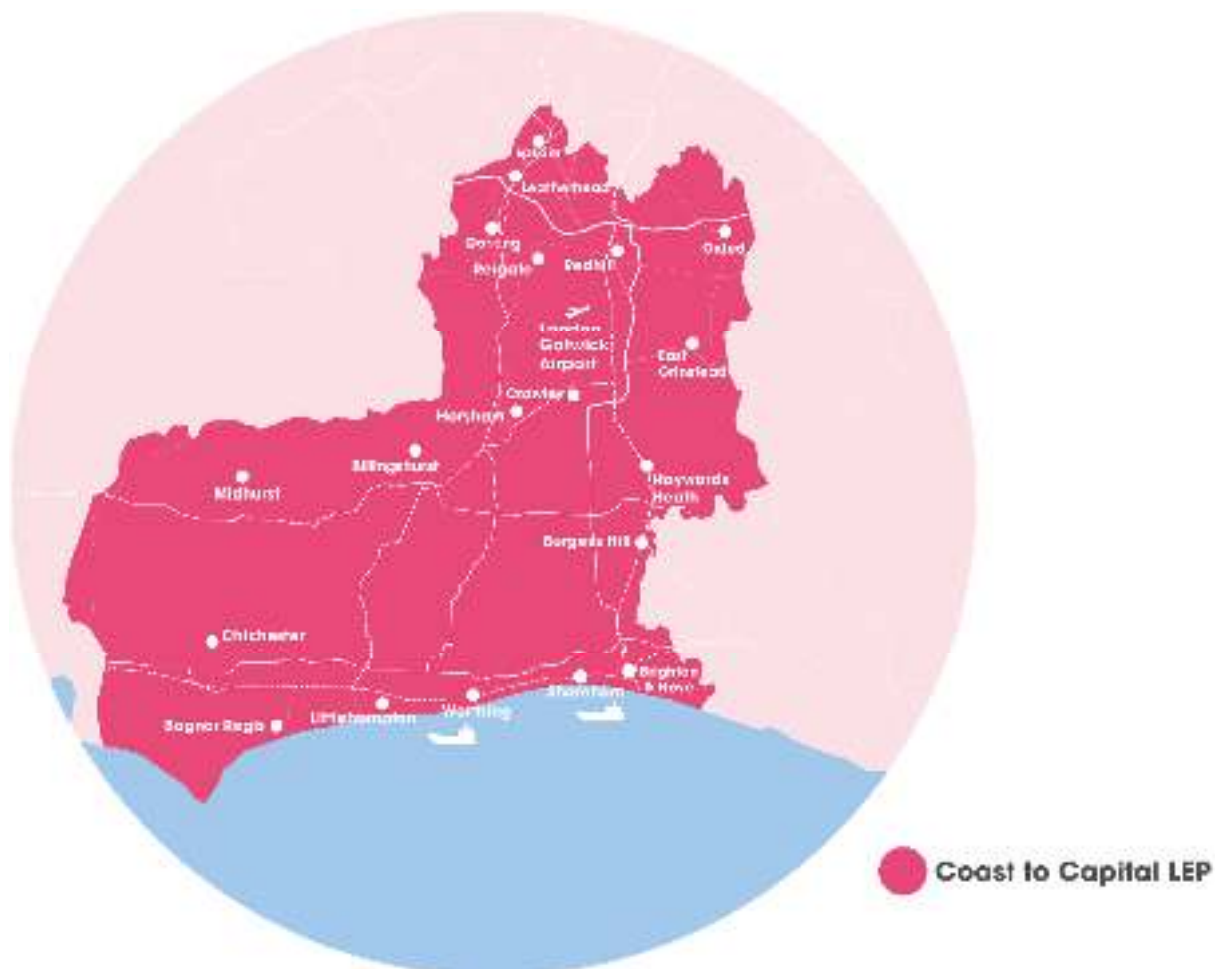
Coast to Capital is one of 38 Local Enterprise Partnerships (LEPs) across England. As a LEP, we are here to provide strategic leadership, connect business with support and act as a catalyst for transformational change. As an ambitious and professional business-led collaboration between the private, public and education sectors, we work in partnership to deliver a successful strategy for economic growth.

In its National Local Growth Assurance Framework Government confirms that LEPs should focus their activities on the following four activities to support the development and delivery of their Local Industrial Strategy:

- **Strategy:** Developing an evidence-based Local Industrial Strategy that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across their area.
- **Allocation of funds:** Identifying and developing investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impacts of its activities to improve productivity across the local economy.
- **Co-ordination:** Using their convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public and third sectors.
- **Advocacy:** Collaborating with a wide-range of local partners to act as an informed and independent voice for their area.

1.2 Our Area

The Coast to Capital region has long been the UK economy's unpolished gem. Unprecedented global connections, enviable links into the heart of London, one of the world's greatest cities, and home to the most entrepreneurial coastal city region in the country.



As Croydon is a gateway between our region and London, Croydon Council and the London LEAP continue to be a key strategic partner. In recognition of the wider Greater Brighton area which includes Lewes and Newhaven we work closely with Lewes District Council and the South East LEP.

1.3 Our Funding

We prepare our annual budget so that there is transparency to our funders, partners and the public about how we use our funding. Our budget is published in our Business Plan each year which is available on our [website](#). Our activities and expenditure fall into four categories which includes core, investment, contracted and discretionary expenditure.

- **Core** - includes provision for our corporate affairs function including the Chief Executive, Governance, Board and Accountable Body services. It also includes

the administration of the office and corporate overheads, and our business engagement and communication function. This is funded primarily by our Core Grant from Government and contributions from our Local Authority partners.

- **Investment** - includes provision for the costs of administering and monitoring the Local Growth Fund (LGF), Getting Building Fund (GBF), Growing Places Fund (GPF) and the Growth Grant Programme (GGP). LGF, GBF, GPF and Growth Grants are fully capitalised and we receive commercial revenue from our Growing Places Fund.
- **Contracted** - includes provision for delivering services for Government such as the Growth Hub and Enterprise Advisor Network. We receive grants to fully fund the Growth Hub and part fund the Enterprise Advisor Network (50%).
- **Discretionary** - includes provision for delivering our Regional Projects & Skills, and Consultancy work.

Coast to Capital is a company limited by guarantee (company number 08166412) and our accounts are published on Companies House and our website. We also include a financial statement each year in our Annual Report which is published on our [website](#) and includes the total:

- amount of funds within the LEP's direction or control at the start and end of the financial year¹;
- amounts committed by the LEP to external organisations through grants and risk finance (loans, equity, guarantees and quasi-equity);
- amounts committed to suppliers to purchase goods, works or services; and
- amounts incurred in running the LEP (for example salary costs, lease payments and expenses).

The financial statement includes a link to our accounts on the Companies House website. We also provide a link to the Accountable Body accounts on our website.

Coast to Capital looks to trade fairly with all suppliers and therefore seeks to pay all invoices recognised as accurate and in line with expectations within 30 days of receipt in the mail box accounts@coast2capital.org.uk.

1.4 Our Assurance Framework

This Assurance Framework sets out clearly how Coast to Capital operates. It ensures that Government, our partners, stakeholders and members of the public have confidence in the way that we conduct our business and that we have high quality governance arrangements in place. Governance means the way we operate our organisation and the way we make decisions, as well as our scrutiny, audit, transparency, probity and professionalism in the way that we conduct business.

¹ This shall include money committed to the LEP but paid into the Accountable Body's bank account to be invested at the LEP's direction, any commercial funds which it has generated and legacy funds generated from investments, but not including the value of any assets which it holds. It shall also not include funds which the LEP has a role in allocating but does not currently commit such as European Structural and Investment Funds.

Coast to Capital's governance and assurance mechanisms have been designed to be compliant with the Government's National Local Growth Assurance Framework and follows its guidance in relation to best practice in the way we run our organisation and make our decisions. This demonstrates our absolute commitment to public accountability. Coast to Capital is predominantly publicly funded and therefore we have a legal duty to be transparent and accountable for the public money we spend. Our commitment is to demonstrating that a transparent and robust decision-making process is at the heart of everything we do.

Our Assurance Framework is published on the Governance page of our [website](#) and reviewed annually. It is updated in line with any changes to the National Local Growth Assurance Framework. We notify the Ministry of Housing Communities and Local Government (MHCLG) if we are considering any significant changes to our Assurance Framework.

This document focuses on 'how' Coast to Capital operates rather than what it does. The Coast to Capital website www.coast2capital.org.uk contains full and up to date details on our activities.

1.5 Our Principles

Transparency and accountability are at the heart of everything we do and fundamental to our culture as an organisation. This section details our commitment to transparency.

Transparency

We hold ourselves to operating to the highest standards of public accountability and transparency. In our governance framework there is a presumption on decision making being transparent and in the public domain unless there is very good reason for it to not be (for example because of commercial confidentiality or legal privilege).

To this end we have adopted specific measures within this Assurance Framework to ensure that when we make decisions regarding the deployment of public funding, we allow members of the public to express their views in advance of those decisions being taken; and that when we make decisions, they are published in an open and transparent manner.

However, as we are a private company we need to be able to conduct business in an entrepreneurial style, as is common place within the private sector and also adopt an associated private sector risk appetite for investment. It is essential that we operate a risk appetite in line with best in class private sector organisations bringing innovation and entrepreneurship to the work we do, whilst simultaneously ensuring the highest standards of transparency and governance when spending public funds.

Therefore, papers and minutes for the Board and any Committees which involve discussions, recommendations or decisions about public money will be published;

however, commercially sensitive information may be redacted. We are committed to meeting the timelines below:

- meeting agendas and papers to be published 5 clear working days before the meeting takes place; and
- minutes of Board meetings to be published within 10 clear working days of the meeting taking place. This may be in draft if internal LEP processes require clearance before the minutes are finalised. The final minutes of Board meetings must be published within 10 clear working days of being approved.

The Board and Committees will make decisions on merit having considered all of the relevant information available at the time of evaluation. Any decision that is made in contravention of the processes set out in the Assurance Framework will be invalid on the basis of non-compliance unless the Board has given prior approval for variation in the decision-making process having taken advice from its Accountable Body beforehand.

Commitments

Our Board Directors and Officers demonstrate the highest standards of conduct when carrying out their responsibilities and have regard to the following principles in their work. Our Board Directors and Officers are committed to:

- Acting solely in the public interest in line with the Nolan principles; making decisions purely on merit, in accordance with agreed LEP processes and act with regularity and propriety when managing public money;
- Keeping records which demonstrate they meet all their legal obligations and all other compliance requirements placed upon them ensuring these are accessible if requested;
- Actively cooperating with stakeholders and other regeneration organisations, including other LEPs. This involves engaging deliberately and constructively with all stakeholders and partners in order to collect information which can be factored into decisions;
- Ensuring partnership working and engagement on projects or decisions which are likely to have an effect across LEP borders or significantly affect the plans of another LEP;
- Championing successes within their communities, including bringing to the attention of Government local growth projects which should be recognised as innovative or examples of best practice and ensuring that stakeholders are able to make informed decisions on local growth matters;
- Championing diversity and operating in line with our Diversity Statement, including reporting to the Board on progress at how improvements can be made at each Board meeting and nominating a Diversity Champion; and
- Working with the LEP Network.

2. Our Strategy

In 2018 we published our ambitious Strategic Economic Plan, 'Gatwick 360'. Following this, we undertook extensive research, analysis, and stakeholder engagement to prepare a Local Industrial Strategy. This put us in an extremely strong position to prepare a recovery strategy following the pandemic in 2020. We were pleased to publish 'Build Back Stronger, Smarter, Greener' in September 2020. These strategy documents and our evidence base can be found on our website.

2.1 Our Vision

Our vision is to build back stronger, smarter and greener – working with our partners to make a difference to people and places and ensuring that our region is a fantastic place to live, grow and succeed.

2.2 Our Approach

Coast to Capital produces a Business Plan which explains what we aim to do in order to deliver our vision and priorities. Our Business Plan is published at the start of each financial year on our [website](#).

2.3 Build Back Stronger Smarter Greener

Our strategy Build Back Stronger, Smarter and Greener sets out a compelling case for a series of place based, transformational infrastructure projects for our area that will speed recovery and accelerate growth. These will address long term productivity challenges in our economy as well as the significant short-term impacts of the Coronavirus pandemic, identified in our Coronavirus (COVID-19) Economic Impact Assessment. More information on this strategy can be found on the website.

2.4 Our Engagement with Local Partners and the Public

Engagement is driven by our Regional Projects, and our Skills & Innovation teams, and we are committed to consulting and deliberately and constructively engaging with key stakeholders on everything that we do, in particular strategy development and project delivery. This includes:

- Our Board
- Area Partnerships
- Private sector stakeholders
- County and Local Authorities
- Government departments
- Subnational bodies
- Third sector representatives
- Community interest groups
- Universities and research institutions
- Further education stakeholders
- Other LEPs

- Task and Finish groups as required
- Public consultation (via our website)

Our Communications Framework guides the work we do to communicate our work to local partners and the public which also includes how we inform them of future strategy development. This Framework is available on request and includes up to date website information, marketing strategies including social media, monthly newsletters, press releases and targeted communications.

2.5 Our Collaboration with other LEPs

Our economic interests are served by identifying as part of the wider South East region, across Local Enterprise Partnership boundaries. We value our relationships with our LEP partners and are currently working successfully as part of Transport for the South East and the Greater South East Energy Hub. Up to date information on these partnerships and related strategies can be found on our website.

We engage bilaterally with our partner LEPs and are also part of 'Catalyst South' which brings together LEPs across the wider South East to identify areas for collaboration and to maximise the impact of our engagement with Government. Coast to Capital, Enterprise M3, Hertfordshire, Solent, South East and Thames Valley Berkshire LEP are members of Catalyst South.

Collaborative Working

We are committed to working with other LEPs to maximise the impact of our strategy and investment across local geographies. We engage with other LEPs on projects and decisions which are likely to have an effect across our boundaries. Our collaborative activity and opportunities for collaboration is reported to the Board as appropriate at each meeting as part of the Chief Executive report.

Coast to Capital is also committed to working with the LEP Network to discuss issues of shared importance as a sector, engage with Government, and share knowledge and good practice.

3. Our Governance

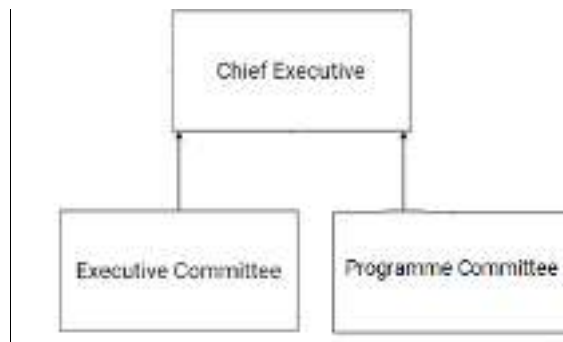
3.1 Our Governance at a Glance

The Board governs our organisation and takes the key strategic decisions to determine our strategic direction and our region's strategic economic plan. The Board delegates certain responsibilities and authority to its Committees. These report back into the Board and operate at a more operational level ensuring that there is oversight and governance around the day to day running of the LEP.



The day to day operation of the LEP is in turn managed through the Executive Committee which is attended by the Chief Executive and the Senior Management team. Teams are organised into Regional Projects, Skills and Innovation, Investments, Programme Management, and Business Engagement, with oversight and support from the corporate team.

A Programme Committee, chaired by the Head of Programmes, Risk and Governance, provides internal oversight to all workstreams and programmes.



3.2 Our Board

Coast to Capital has a Board of Directors (the Board) comprising of up to:

- the Chair who is drawn from the private sector;
- the Vice Chair who is drawn from the private sector;
- the Chief Executive;
- eight Directors drawn from the private sector;
- three Directors drawn from local authorities;
- two District Council Directors;

- a Director from further education; and
- a Director from higher education.

The composition of the Board is in accordance with the Government guidance that the maximum number of Directors should be no more than 20.

We are also able to appoint up to five persons as co-opted Directors for their specific skills and expertise and to bring diversity to the Board for a term length of one year. Any persons so co-opted will be required to adhere to the same standards as Board Directors.

We also appoint Independent Members to both our Audit and Risk Committee, and Finance and Resources Committee, to bring relevant skills and expertise as required. This is set out in our Committee Terms of Reference.

A named Board Director represents and engages with the Small and Medium Enterprise (SME) business community as our SME Champion. Details of Board Directors and their specific roles, including our SME Champion and Equality and Diversity Champion within Coast to Capital, are set out on our website. We have also identified Board Sponsors for key sector/priority areas. These are also set out on the website.

A representative from the Accountable Body, which ensures that Board decisions are consistent with best practice on public expenditure also attends Board meetings and relevant Committee meetings in an advisory capacity.

Board Directors must live and/or work in the Coast to Capital area or have strong connections to the area.

Board Director Duties and Accountability

Every Board Director is bound by the legal duties of Directorship under the Companies Act 2006. These include acting in the interest of the LEP as a company and avoid conflicts of interest in conducting LEP company business.

Board Directors have to adhere to the seven principles of public life, also known as the Nolan Principles. All Board Directors are required to sign an undertaking to abide by the Nolan Principles as part of our Board Director Code of Conduct.

The Board is responsible for ensuring Coast to Capital achieves its purpose and is properly and legally managed. The key function of Board Directors is one of governance rather than management ensuring that the organisation operates effectively rather than doing the work themselves. The scope of responsibilities include:

- Organisational purpose
- Leadership
- Integrity

- Decision-making, risk and control
- Board effectiveness
- Diversity
- Openness and accountability

As stated in the Board Director Code of Conduct Board Directors are accountable for their decisions and must co-operate fully with whatever scrutiny is appropriate to their position. Board Directors must be as open as possible about both their decisions and actions and the decisions and actions of the LEP. In addition, Board Directors should be prepared to give reasons for those decisions and actions.

Board Directors are appointed on the basis of their skills / knowledge and their ability. On this basis they have a duty to share knowledge of that sector and in taking decisions to put forward the collective views of that sector to aid the Board in making high quality decisions. In discharging this duty, Board Directors are expected to consult and canvas as relevant their respective sectors to inform Board discussions and decisions.

In exceptional circumstances, a Board Director may be asked to perform an executive role where their expertise or experience is required. This will be for a defined period only and on advice by the Chief Executive and agreement by the Chair. Any arrangement agreed will be confirmed in writing and shared with the Board.

Board Remuneration Policy

All Board Director roles as described above are non-remunerated, but with the exception of the Chief Executive and Chair.

The Chief Executive is paid a salary which reflects the market rate for the role. This is set in consultation with recruitment advisors, reflecting market rates for equivalent roles including in Local Government. The pay rate is reviewed periodically, most recently in January 2018. The Chief Executive is not eligible for a bonus, unless in exceptional circumstances as agreed by the Chair. The salary is adjusted annually in line with the Coast to Capital pay settlement, which is agreed by the Finance and Resources Committee.

The Chair role became remunerated in August 2020 and is currently set at £20,000 per annum. This is a flat rate for three years after which it will be reviewed.

Diversity Statement

Coast to Capital is committed to equality and diversity and is continually striving towards improving inclusion and supporting an inclusive culture. We work across a diverse and vibrant region and believe that our impact is enhanced through championing inclusion and reflecting the dynamic businesses and communities that we support. We understand the inherent value of diversity and aim to proudly celebrate and respect our individual differences. Diversity fosters growth and innovation and is integral to the delivery of our strategy.

Through our strategy work we have an excellent understanding of the economic and geography of the area; however, we are currently undertaking analysis to understand in more detail the diversity of the region including the demographic makeup of the population and the proportion of businesses that are female owned-led for example. We are tailoring and targeting our support in response and plan to extend this beyond gender. Our use of data and monitoring of EDI continues to be a priority for the coming year.

We exceed the current requirement that at least one third of our Board Directors are women. We are also committed to equal representation of men and women on our Board by the end of the 2022-2023 financial year. A named Member of the Board is our Equality and Diversity Champion which is set out on our [website](#) along with a description of the role and its responsibilities.

Coast to Capital is committed to diversity on all its Committees and when recruiting to these and the Board, we look to ensure diverse representation which is reflective of the local population as a key requirement of filling vacant posts. Diversity considerations are an integral part of our Board and Committee recruitment processes, from advertisement to interview and subsequent appointment. Our Committees will be reviewed annually to ensure they are reflective of the local population with guidance from our Equality and Diversity Champion.

Diversity considerations are set out within each paper presented to the Board and Committees. This will include a progress update and recommendations about how improvements can be made, and to consider diversity implications across all our projects and programmes.

Ensuring diversity in our engagement with local communities and businesses is a key part of our engagement plans in relation to our strategy development. Our approach to engagement will be kept under review and reported to the Board.

We publish an Equality, Diversity and Inclusion policy which can be found on our [website](#) and includes more detail on how we operate in line with the commitments above.

Our Chair

Our Chair's responsibilities are to:

- Provide leadership and set the strategic direction of Coast to Capital - to ensure the development and implementation of our strategy to promote economic growth in the area
- Being a champion at a national level through the LEP Network and Ministerial engagement, and at the South East level through the Catalyst South Chairs Group

- Be a figurehead for the wider regional business community and our partners, demonstrating an understanding of the economy and building traction on the issues raised to support and attract business growth
- Advocate for the economic, commercial and demographic issues facing the area, particularly strengths and opportunities that should be taken to drive forward economic growth
- Chair the Board of Directors meetings
- Take a leading role in determining the structure of the Board and leading the appointment of Board Directors and the Vice Chair
- Work collaboratively with the Board and executive team to build a strong organisation based on best practice from the Private Sector
- Ensure that Coast to Capital is run in a transparent and accountable way, in compliance with the Assurance Framework and adhering to the seven Nolan Principles of public life
- Be the line Manager for the Chief Executive and provide support, advice and challenge to them
- Ensure that relevant, accurate, timely and clear information is provided to the Board through the executive team in order to make sound decisions, monitor issues and provide advice. In particular in relation to setting priorities, developing plans, monitoring performance, managing risks and ensuring that there are enough resources available
- Contributing to the development of an effective private, public and education sector partnership to achieve practical outcomes with a consensual approach
- Attending and chairing working groups and other meetings on specific issues and engaging with stakeholder groups and forums such as Transport for the South East or seek nominations from others to do so
- Declare any interests that may be relevant to any Coast to Capital decisions and comply with the Code of Conduct and relevant policy
- Represent Coast to Capital at high profile events including speaking opportunities
- Understand and commit to Coast to Capital's Equality and Diversity aspirations and policy

The Chair may be a member of Coast to Capital Committees and provide contributions and expertise; however, they would not be expected to Chair any Committees.

Our Vice Chair

Our Vice Chair's responsibilities are to:

- Support the Chair to deliver their duties;
- Deputise for the Chair at Board and other meetings as required as a proxy, also in instances when the Chair is conflicted;
- Support the Chief Executive with operational matters and key relationships;
- Foster positive working relationships amongst Board Directors and exemplify Board Director behaviour and input;

- Attend Coast to Capital Board meetings and provide support to Board members and Committees as required;
- Act as an ambassador and champion for Coast to Capital, engaging in projects which require Board member leadership;
- Advise the Executive Team and support strategy development; and
- Ensure that the LEP acts in a transparent, efficient and effective way.

Our Private Sector Directors

As a business-led organisation our success depends on the strength of our Private Sector Directors and we are committed to promoting strong business sector representation on the Board. Through our recruitment processes and succession planning we ensure that we have business representation which is reflective of the culture and diversity of our area and businesses.

At least two-thirds of the Board must be representatives from the private sector. A Private Sector Director must be or have been employed by an organisation not including Central Government, Local Government or a public corporation as defined for the UK National Accounts Sector Classification. Those from Higher Education, Further Educational Institutions or third sector organisations are not classified as public sector organisations for this purpose.

Our Public Sector Directors

The Board is directly accountable to the public through the three democratically elected directors drawn from the upper tier and unitary authorities in our area. Our Public Sector Directors are the Leaders or representatives from Surrey County Council, West Sussex County Council and Brighton and Hove City Council.

There are two District Council Directors on the Board. One representing the District and Boroughs of the area around Gatwick and one representing the Districts and Boroughs across the coastal strip. The role of these representatives is to promote the voice of the Districts and Boroughs and support the delivery of the Coast to Capital mission. Both Directors are appointed following a nomination by the Districts and Boroughs they represent. Unless they cease to be the nominated members of their respective authorities prior to the end of the term/s, they will serve a term of two-years with the possibility of serving a further one-year term following approval by the Districts and Boroughs they represent and the Chair. The District Council representatives are also the Chair and Vice Chair of the Joint Committee to ensure continuity and consistency of engagement.

Our FE and HE Directors

There is one Further Education Director and one Higher Education Director on the Board. The role of these Directors is to promote the voice of the education sector to support the delivery of the Coast to Capital mission.

The Further Education Director is appointed by the Coast to Capital Board following a nomination by the Principals in the Coast to Capital area.

The Higher Education Director is appointed by the Coast to Capital Board following a nomination by the Chancellors / Vice Chancellors of the Universities in the Coast to Capital area.

Third Sector Representation

Our Third Sector Board representation is under review. We have a named Third Sector Sponsor on the Board which is set out on the website.

Board appointment process

Board members to include the Chair are drawn from the private sector and appointed through public advertisement against a role profile and person specification. They are interviewed by the Nominations Committee, with consultation with business where required. The Nominations Committee make recommendations on appointment, with final decisions being made by the full Board. The Nominations Committee Terms of Reference can be found in Annex A.

The appointment of any new Director to the Board must be by a majority vote in favour.

The Vice Chair of the Board is appointed or re-appointed from the existing Board cohort by recommendation of the Nominations Committee, to the Board which makes the final decision.

Co-opted Board Directors are chosen for their unique and specific experience and are appointed by approval of the Chair, Vice Chair and CEO. Co-opted members can then be transitioned to a full Board member via open advert, in the same way as our private sector Board Directors (unless the Board decides otherwise).

Director Due Diligence Checks

Prior to the Board considering the appointment of a new Director a full director check will be undertaken by an appointed external reference agency. The check will include but not be limited to:

- Reference checks from two suitable referees;
- Director disqualification and bankruptcy checks;
- Other Directorships checks; and
- A press check.

Where we are legally permitted to do so we will undertake Disclosure and Barring Service checks for unspent criminal records as required.

The results of these checks will be provided to Board Members before consideration of the new director's appointment to the Board.

Board Resignation

The arrangements for the resignation of Board Members is set out in our Articles which can be found on our [website](#).

Terms of office

The period of appointment of a Private Sector Director is three years. On expiry a Private Sector Director shall be eligible for re-election for up to two further three-year periods subject to the recommendation of the Nominations Committee and approval of the Board.

The Chair and Vice Chair's terms of office will run for three years from their appointment with the potential to renew for one further term of a maximum of three years upon a recommendation from the Nominations Committee to the Board. Final agreement to renew must be from a Board majority.

The period of appointment of a co-opted Director shall be one year in line with Government guidance, with the Board being able to agree to extend co-opted directors on a rolling 1 year basis.

Unless they cease to be employed by one of the nominating organisations prior to the end of the term, the Further Education Director and Higher Education Director will serve a maximum term of three-years with no option for re-appointment.

Deputies

Local Authority Directors (excluding District Council Directors) and Higher Education Directors are able to nominate a named Deputy to attend a Board meeting if they are unable to attend. Such nominations shall be notified by the Director to the Chief Executive and Governance Officer in advance. On nomination and prior to attending any meeting in the role of Deputy, the Deputy must complete a Declaration of Interest Form and submit the completed form to the Chief Executive in accordance with Coast to Capital requirements. When acting in the role of Deputy, the Deputy so nominated shall comply with all duties and have the same rights as the Director that they are deputising for. The interests declared by the named Deputy and any expenses incurred by the Deputy in performance of the role on Coast to Capital shall be included on the register/s maintained and published by Coast to Capital for these purposes.

Decision making on the Board

The Board is responsible for making key strategic decisions, for providing strategic direction and for setting priorities for the Executive team. The Board has the following specific responsibilities:

- Approval of the strategy;
- Approval of any submissions made to Government for funding;
- Approval of investments of more than £2 million (or lesser amounts in exceptional circumstances); and
- Accountable to HM Government for full delivery of the Growth Deal.

In the absence of a formal Board meeting the process for allowing decision by exception will be for the Executive to request approval via email. Board approval will be confirmed by the executive receiving a majority of positive responses to the proposal via email. These emails will be recorded and saved centrally. Exceptions include decisions which need to be taken urgently outside of the formal meeting timetable, however decisions on the award of funding will not be taken outside the formal meeting arrangements.

Frequency of meetings and Quorum

Board meetings are held at least four times a year. The quorum for Board meetings is seven Directors the majority of whom shall be Private Sector Directors.

Publication of meeting papers and agendas

The Board meeting agenda and papers will be published no later than five clear working days before the meeting. Agenda items will be marked either Part A or Part B.

- a) Part A items are those which are not subject to restriction under Part B. Papers accompanying Part A agenda items will be published on the website.
- b) Part B items are those items which include confidential information under The Local Authorities (Executive Arrangements) (Meeting and Access to Information) (England) Regulations 2012 (where applicable) which includes:
 - Information provided by a Government department on terms which forbid the disclosure of the information to the public;
 - Where disclosure to the public is prohibited by a court;
 - Where the LEP holds “exempt information” under Schedule 12A of the Local Government Act 1972. This includes information relating to an individual, relating to the financial or business affairs of a particular person (including Coast to Capital itself), negotiations, labour relations, legal professional privilege and in connection to the investigation or prosecution of a crime. or

Papers accompanying Part B agenda items will be clearly marked “Confidential” and will not be published or discussed in the public domain.

The Chief Executive in discussion with the Chair, and partners if relevant, will determine how agenda items are marked, taking advice from the Accountable Body as required.

Any member of the public can submit a comment or view on any agenda item; however we reserve the right to not consider any vexatious, repetitive or malicious comments. Comments must be sent so that they reach Coast to Capital no later than 36 hours before the meeting to which the comments relate.

Public comments will be considered by the Board at the time of the agenda item being discussed. In this way the Board can take into account public comments before making decisions. If there are voluminous comments in relation to a matter the Board will be presented with a summary covering report produced by the Coast to Capital team. The full comments will be fully accessible to the Board on request. Public comments, or the summary covering report, will be shared in full on the website after the meeting when the minutes are published.

Minutes of Board meetings are to be published within 10 clear working days of the meeting taking place. At the Board's discretion, decisions reached about items marked Part B may be published in the public domain with or without redaction. The Board reserves the right not to publish Part B decisions if those decisions are in themselves commercially sensitive, confidential or not to be placed in the public domain, including any decisions that have legal confidentiality issues, or those which are legally privileged.

Any declaration of interest made at the meeting will be included in the minutes unless agreed with the Chief Executive that the declaration is a 'sensitive interest' as described in the Localism Act 2011 and should be kept confidential. A new declaration of interest will be updated on the relevant Member's register of interest.

Where the Board delegates under the 'Scheme of Delegation' decision making powers to Committees, these have their own transparency arrangements that are detailed later in this document, however are also bound by the requirements of the National Assurance Framework.

Board Secretariat

Coast to Capital provides strong support to the Board through the Chief Executive and the Senior Management Team who are always available to Board Directors and the main point of contact.

We also employ a Governance Officer who provides additional support and an independent Secretariat service to the Board. It functions as a bespoke and specific role with responsibilities to deliver our Board meetings, support Board Directors in addition to help deliver the Governance requirements of Coast to Capital.

We also work in close collaboration with our Accountable Body to support the Board.

Board Performance

On joining the Coast to Capital Board, Members are given a full induction within the first quarter that they are in post. This, along with continuous training, will ensure

that Board Directors are adequately supported to provide challenge and direction to the organisation and understand how best to work with Government. Coast to Capital will utilise the induction and training offer from Government and the LEP Network once this is available.

Annually the performance of the Board is reviewed by the Chair and individual feedback is provided to all members. An annual Board development programme is agreed based on a skills analysis and feedback from the Board. Our Board Development process is currently under review.

Along with the organisational strategy, this process informs Board succession planning and underpins the specific role profile and person specification for planned upcoming Board Director vacancies. Our succession planning includes continually monitoring Board term end dates and forward planning for recruitment of upcoming vacancies in line with current organisational priorities. This is kept under review by the Finance and Resources Committee.

LEP Review

Coast to Capital is, with other LEP's, part of the on-going government-led review into the role of LEP's which has led to exceptional circumstances. Therefore, there may be circumstances where the Board relies on the following temporary exemptions provided by the Ministry of Housing Communities & Local Government to the National Local Growth Assurance Framework:

- There may be circumstances where the Board opts to extend or temporarily appoint board members/chairs without needing to proceed to a full recruitment, on the basis that a full and open recruitment is conducted after these exceptional circumstances cease. If this exemption applies, Coast to Capital must notify the Area Lead from the Government and provide clear justification for the decision. Any extensions should be within the current financial year only.
- The Board may wish to extend a Chair or Deputy Chair beyond normal term. If this exemption applies, Coast to Capital must notify the Area Lead from the Government for consent to extend the term.
- There may be circumstances where the private sector composition of the Board is temporarily non-compliant. If private sector representation drops below two thirds, Coast to Capital must notify the Area Lead from Government and provide clear explanation of why representation cannot be maintained.

There may be circumstances where the gender composition of the Board is temporarily non-compliant. Should the Board composition drop below one-third female representation, Coast to Capital must notify the Area Lead from Government providing clear explanation of why representation cannot be maintained.

3.3 Policies

Conflicts of Interest Policy

Coast to Capital has a Conflicts of Interest Policy that applies to the Directors of the Board (Directors) of Coast to Capital, Members of Committees of the Board (Members) and all employees. The policy sets out guidelines and procedures for identifying, declaring, monitoring, reporting and managing commercial, actual and potential conflicts of interest and can be found on our website.

Coast to Capital recognises that Directors, members and employees will have legitimate interests that arise out of their private capacity and that there are situations in which the private interests and affiliations appear to or have the potential to conflict with the proper performance of official duties within Coast to Capital.

Coast to Capital further recognises that conflicts of interest are a matter of public interest and that when situations are not properly identified and managed, they can seriously endanger the integrity of the organisation and decision making.

The main elements include:

- Full disclosure of interests;
- Clear procedure for identifying conflicts;
- Clear procedure for the Board and Committees to ensure that its decisions are not affected by any conflicts which may exist; and
- Full disclosure of material facts which may impact holding of office.

Prior to appointment as a Director or acting as a nominated Deputy, a Declaration of Interests form must be completed and once appointed/nominated this will be published on our website. Declarations of interest of our Committee Members will also be published on our website. Declarations of interests should be formally reviewed every six months and prior to each meeting. A Declaration of Interest form must be updated within 28 days of a change occurring. Further detail on the operation of our Conflicts of Interest Policy can be found on our website.

Gifts and Hospitality Policy

The Coast to Capital Gift and Hospitality policy will be to decline gifts or hospitality exceeding £50. However, Coast to Capital will accept offers of free venues to deliver our Board meetings, Stakeholder events and team away days provided that these venues reflects the values and ethos of the organisation. Our Gift and Hospitality Policy can be found on our website alongside our Gift and Hospitality register

Expenses

Board Directors are entitled to claim reasonable travel, subsistence and associated expenses in accordance with their Coast to Capital related duties. The Board Expenses Policy was reviewed in 2020 and shared with Board Directors. These should be submitted to the Head of Finance on a monthly basis. Chief Executive

expenses are approved by the Chair and other Board Director expenses are approved by the Head of Finance. Expense claim forms are kept on file for audit and budget monitoring purposes.

Coast to Capital employees are entitled to claim reasonable travel, subsistence and associated expenses in accordance with the Coast to Capital Travel and Subsistence Policy. These should be submitted to the Head of Finance on a monthly basis. Expense claim forms are kept on file for audit and budget monitoring purposes. All expenses will be published in a register maintained on the website.

Complaints and Whistleblowing

Coast to Capital operates a complaints policy including confidential reporting of complaints and full details are set out in Annex S. Our Whistleblowing Policy can be found on our website.

Anti-Fraud and Anti-Bribery Policy

Coast to Capital will not tolerate any level of fraud, bribery or corruption. We are committed to protecting our assets and are committed to promoting honesty and integrity in all of our activities. Coast to Capital is determined to prevent, deter and detect all forms of fraud, bribery and corruption in relation to the work of Coast to Capital whether committed by internal or external parties. Our Anti-Fraud and Anti-Bribery Policy can be found on our website.

Procurement Policy

The purpose of the Coast to Capital Procurement Policy is to structure purchasing processes and sourcing strategies to ensure that the services and goods acquired are the result of transparent, objective, time and cost-effective decision making and risk management. Our Procurement Policy can be found on our website.

3.4 Our Committees

The matrix below shows how decisions are taken within the LEP governance structure working from the bottom up. It shows the role that is played by our Committees in discharging the responsibilities of the organisation.

Activity	Award of Local Growth Fund Grants	Award of Growing Places Loans	Day to day company operations	Risk Management	Skills and Strategy	Services
Assurance & Audit by :	<i>Audit and Risk Committee (process)</i> <i>Investment Committee (delivery)</i>	<i>Audit and Risk Committee</i>	<i>Audit and Risk Committee</i>	<i>Audit and Risk Committee</i>	<i>Audit and Risk Committee</i>	<i>Audit and Risk Committee</i>
Reporting to & Oversight by :	<i>Investment Committee (delivery)</i> <i>Board</i>	<i>Growing Places Committee (delivery)</i> <i>Board</i>	<i>Finance and Resources Committee</i>	<i>Board</i>	<i>Board</i>	<i>Board</i>
Decisions by :	<i>Investment Committee and Board (subject to funding level)</i> <i>Board (subject to funding level)</i>	<i>Growing Places Committee</i>	<i>Chief Executive Executive Committee, and Programme Committee (subject to mandate)</i>	<i>Board (risk appetite)</i> <i>Audit and Risk Committee (interventions)</i> <i>Executive Committee (day-to-day)</i>	<i>Skills 360 Board and Joint Committee</i>	<i>Board</i>
Refinement & validation of Recommendations by:	<i>Programme Committee or Executive Committee</i>	<i>Executive Committee</i>	<i>Executive Committee or Programme Committee</i>	<i>Executive Committee</i>	<i>Programme Committee</i>	<i>Programme Committee</i>
Recommendations by:	<i>Executive Team Member with portfolio remit</i>	<i>Executive Team Member with portfolio remit</i>	<i>Executive Team Member with portfolio remit</i>	<i>Executive Team Member with portfolio remit</i>	<i>Executive Team Member with portfolio remit</i>	<i>Executive Team Member with portfolio remit</i>
Initiation request by :	<i>Grant applicant</i>	<i>Loan applicant</i>	<i>LEP Officer</i>	<i>The Risk Manager</i>	<i>Government</i>	<i>Government</i>

The Board oversees the work of the Chief Executive and the executive team. The executive team work streams are divided into teams and each of these is governed through a number of Committees which comprise LEP officers and other stakeholders as appropriate.

The Board delegates to a number of Committees responsibility for certain tasks. The following sections explain the constitution, membership and role of each Committee.

In line with our Articles at least two Directors must be on a sub-committee of the Board. Any member of a Committee may give one month's notice in writing of intention to withdraw from the membership of a Committee.

The membership of the Committees will be reviewed on an annual basis by its Chair.

Nominations Committee

The Nominations Committee is responsible for Coast to Capital Board recruitment and re-appointment including the Chair, Vice Chair, Chief Executive, Private Sector Directors and Co-opted Directors. The terms of reference of this Committee are set out in Annex A.

Finance and Resources Committee

The Finance and Resources Committee is responsible for the oversight of the company's financial strategy and performance, and the effective use of the company's resources. The terms of reference of this Committee are set out in Annex B.

Audit and Risk Committee

The Audit and Risk Committee is responsible for overseeing the Coast to Capital Assurance Framework, Annual Audit Plan, External Audit and Risk Management process. The terms of reference of this Committee are set out in Annex C.

Joint Committee

The Committee consists of the Leaders of all local Authorities within the Coast to Capital Area. The Joint Committee has a key role in reviewing and agreeing strategic economic plans. The Joint Committee is also responsible for allowing leaders to provide scrutiny of Coast to Capital operations, alongside the regular Local Authorities Leader meetings.

Investment Committee

The Investment Committee has delegated powers on behalf of the Board up to £2 million to approve all LEP investment decisions relating to the public funding

streams that the LEP stewards. These include the Local Growth Fund and Legacy Funding issues. The terms of reference of this Committee are at Annex E.

Growing Places Committee

The Growing Places Committee has delegated powers up to £2 million on behalf of the Board to approve all LEP investment decisions relating to the Growing Places Fund. The Growing Places Fund is a revolving business loan fund which provides loan finance and /or equity investment to growth businesses where banks have not been willing to lend. The fund lends only to items that are considered capital investment and which can be capitalised under standard accounting practice. All investment decisions must be consistent with the Coast to Capital investment strategy. The terms of reference of this Committee are set out in Annex G.

Skills 360 Board

The Skills 360 Board will focus on building the evidence base, establishing local priorities, developing local solutions and policy and identifying the investment needs in relation to the skills needs of the area. These are set out in the Skills Strategy and Action Plan published in September 2020 and in our annual Local Skills Report to the Department for Education. The terms of reference of this Committee are set out in Annex H.

EU Structural and Investment Funds Committee

Coast to Capital are representative members of the ESIF Committee which has an advisory role to the managing authority on the implementation of EU structural funds in our region. The terms of reference of this Committee are set out in Annex I.

3.5 The Operation of our Executive team

The LEP maintains a permanent team led by a Chief Executive and their senior team.

Staff are organised around service areas to include; Regional Projects, Skills & Innovation, Programme Management, Business Support, Investments and Corporate. Our finance provision sits outside of this structure through the Accountable Body and reports directly to the Chief Executive.

Details of staff employed by Coast to Capital and the roles that they fulfil within the company are set out on our website. In line with public sector best practice, details of the number of staff paid more than £50,000 per year is also set out on the website.

On joining Coast to Capital all staff are given a full induction on the operation of the organisation within the first quarter they are in post. We are committed to the training and development of our workforce. All staff also have to sign the Coast to Capital Employee Code of Conduct.

All members of the management team, and anyone in the organisation involved in a decision making process must complete a Register of Interest form which will form part of the register published on the website.

Our Chief Executive

The Chief Executive is fully accountable within the Governance structure of the company and works closely with the Chair to deliver the Business Plan. The Chief Executive is an independent and impartial advisor working under the direction of the LEP Board and is employed by Coast to Capital.

Our Chief Executive's responsibilities are to:

- provide high quality leadership for the LEP, so that we are a strong partner making a positive difference in economic performance across our region;
- make Coast to Capital amongst the strongest LEPs in the country, influential within the LEP network and with Government;
- maximise the impact of the Board, with highly engaged Board Directors adding value to our business and exemplifying the role of the LEP;
- lead a highly effective and professional executive team, benchmarked against best practice from public and private sector comparators;
- build understanding and engagement across the region in the work of the LEP, from business, public sector and education sectors;
- achieve outstanding delivery of projects which builds our national reputation as an excellent place for public investment;
- broaden the scope and impact of our business services in order to maximise our influence and engagement with business in the region;
- develop clearly prioritised and well-articulated positions on the most important strategic issues facing the region, which influence national policy and decision making.

The Executive Committee

Governance and management of the executive staff functions and work stream structure of the LEP is through an Executive Committee, chaired by the Chief Executive. The terms of reference of the Executive Committee are set out in Annex J.

The Programme Committee

The management and oversight of all projects and programmes across the organisation is undertaken through a Programme Committee, chaired by the Programme Manager. The terms of reference of the Programme Committee are set out in Annex I.

Scheme of Delegation

Coast to Capital operates to a clear scheme of delegation, as set out on the following page, which details who in the organisation takes decisions and their authority limits to do so.

Scheme of Delegation

Action	Chief Executive	Internal Heads	Board	Investment Committee	Growing Places Committee	Finance and Resources Committee	Executive Committee	Audit and Risk Committee
Operational day to day expenditure that exceeds overall gross LEP budget	Recommends to Finance and Resources Committee		Approves			Recommends		Audits & reports to Board
Award of Grant Funding (including LGF)		Recommends	Approves above £2m	Approves up to £2m Audits & Reports to Board (delivery)				Audits & reports to Board (process)
Withdrawal of Grant Funding			Approves	Recommends				Audits process and Reports to Board
Operational budget setting & approval			Approves			Recommends	Recommends to Finance and Resources Committee	Audits & reports to Board
Agreement of Policy & Strategy		Recommends	Approves					
Recruitment Decisions	Approves	Recommends						
Remuneration decisions	Recommends					Approves unlimited		Audits & reports to Board

Award of Growing Places fund loans		Recommends	Approves above £2m		Approves up to £2m			Audits process & reports to Board
Virements of funding on LGF projects		Recommends		Approves unlimited				Audits process & reports to Board
Material changes to LGF outputs		Recommends	Approves significant changes		Approves			Audits process & reports to Board
Operational day to day management decisions within financial delegation limits	Approves	Approves					Approves	Audits & reports to Board
Initiation of debt recovery action on loan defaults					Approves		Recommends	Audits process & reports to Board
Material changes to loan agreements			Approves significant changes		Approves		Recommends	Audits process & reports to Board
Governance Changes			Approves				Recommends to Audit and Risk Committee	Recommends to Board
Calls for bids for grants or loans			Approves	Recommends	Recommends			

Corporate Functions

As a private company, Coast to Capital runs its own corporate functions including office management, administration, procurement, human resources and communications. This work is led by the Chief Executive Officer.

We are committed to meeting the Government branding guidelines for projects and ensuring that our website includes the information specified by Government.

Stakeholder Relations and Engagement

As a unique partnership between key business and political stakeholders in our region, Coast to Capital puts a premium on high quality and informative engagement with external partners.

Our communications framework and stakeholder strategy sets out the core principles for how we do this, with a particular focus on:

- **Engagement events with business:** we hold regular engagement events with business including our AGM and Annual Partnership event. This is how we engage with area partnerships, statutory bodies and business representative organisations from across the region. These events allow partners to voice their opinions on and feed into the work of the LEP. It also provides an opportunity for stakeholders and partners to update the forum on their work and to collaborate. We will continue to run consultation events for partners to engage on the Local Industrial Strategy.
- **Engagement with business:** the Chief Executive, Senior Officers and other staff meet regularly with businesses in the region, including speaking at business conferences and events.
- **Engagement with local authorities:** we regularly host meetings with Local Authority leaders, with the Chief Executive maintaining communications with the Chief Executives of our Local Authority partners.
- **Engagement with FE colleges and Universities:** open and honest dialogue with all local authorities, Higher Education and Further Education providers in the Coast to Capital area is a key part of delivering our businesses. We engage regularly at senior and working level with local politicians and officers across the region.
- **Press engagement:** we highlight our successes and the issues we are working on and engage with regional media to bring attention to this.
- **Website and social media:** we maintain a high quality website with up to date information on all our activity and have an active social media presence.

We evidence our engagement:

- through our new CRM system which will log our interaction with businesses and stakeholders;
- by reporting on our press activity; and

- providing minutes and reports on our meetings and consultation events on our website.

This will be kept under review as our stakeholder function matures.

The Board also identifies key issues within the Coast to Capital business plan on which it wants to form **Working Groups**. Led by a private sector Board Member, Task Groups focus on a specific challenge for the organisation and include input from informed and influential partners from across the region. This is a way of maximising the diverse leadership that LEPs bring to addressing problems in our regional economy and give space for innovation and bringing new approaches to solving complex issues.

Our relationship with area partnerships helps develop and inform our Strategy. These groups are also useful in disseminating information in two directions to businesses and local partners. The four area partnerships in the Coast to Capital region are autonomous groupings which represent business and other stakeholders in different parts of the region:

- The **Gatwick Diamond Partnership** is a business-led group whose aim is to grow the region's existing jobs base, attract new jobs and secure investments from companies that most closely match our industry strengths.
- The **Greater Brighton Economic Board** brings together political and business leaders to focus on issues around economic growth as identified in the 2014 City Deal for Greater Brighton.
- The **Rural West Sussex Partnership** brings together the key organisations that develop strategy and policy in West Sussex to ensure the best use of resources across the County to deliver projects and services in rural areas.
- The **Coastal West Sussex Partnership** brings together leaders from business, education and the public sector to work collectively on economic issues that affect the coast.

To support our Business Support function and the strategic development of our Growth Hub service we are establishing a Business Recovery and Growth Advisory Group which is an informal network of Board Directors, and external experts where appropriate, to bring additional guidance, skills and expertise to this area. It is not be part of the formal governance and will share key messages with the rest of the Board.

Freedom of Information Requests (FOIs)

Coast to Capital is not subject to the provisions of the Freedom of Information Act or Environmental Information Regulations; however, our Accountable Body and public sector partners are subject to the provisions in the Act and the Regulations. Coast to Capital will respond to all information requests in line with the spirit of the Act. In the first instance, FOIs requests should be directed to Coast to Capital via its website and Brighton and Hove City Council, as Accountable Body, will provide advisory support to ensure such requests are appropriately dealt with. Any requests that

involve our public sector partners will be forwarded to them to lead the response with our support as necessary.

General Data Protection Regulation (GDPR) and Data Protection

We have fully adopted the requirements of General Data Protection Regulation (GDPR) and comply with the provisions of the Data Protection Act 2018. Internal processes, procedures, data systems and documentation are compliant and will continue to be reviewed to ensure ongoing compliance. We process and handle data in line with our Privacy Notice which can be found on our [website](#).

Monitoring our performance

We publish an annual report, financial statement and accounts at the end of our financial year. Our annual report, financial statement and accounts are published on our [website](#).

We hold an Annual General Meeting once a year which the public and stakeholders can attend. Public questions are invited in advance of the meeting. If it is not possible to hold this event in person it will be a fully accessible virtual event.

Each year we take part in an Annual Performance Review with Government where our performance is reviewed, in addition to regular Compliance checks, deep dives and mid-year reviews. We also participate in the Peer Review process led by the LEP Network.

Scrutiny and Audit

We have agreed the following appropriate scrutiny and audit arrangements with our Accountable Body as set out in the next two sections.

Scrutiny

Our approach to scrutiny is embedded throughout the organisation and relates strongly to our Risk Policy and the Board's agreed appetite to risk. For example:

- Our Local Growth Fund projects are scrutinised based on our robust risk management process and subject to our Funding Withdrawal Protocol (see section 4).
- Grant funds that we administer are subject to full due diligence processes.
- Our approach to Regional Projects has agreed scrutiny arrangements via our Programme Committee.

We are happy to participate in any Local Authority Overview and Scrutiny Committee. We will respond positively to requests to share information to ensure that the Committee is in possession of the necessary information to provide robust scrutiny

and advice. Our attendance and the information and outcomes from our participation will be published on the governance page of our [website](#).

We may also commission an optional annual independent scrutiny report on an aspect of the governance of Coast to Capital at the discretion of the Audit and Risk Committee. This independently assesses our performance and compliance with this framework on a targeted risk basis. Reports from these reviews can be found on the governance page of our [website](#).

We are also able to call on our Accountable Body's internal audit function to undertake further scrutiny if required based on an assessment of risk.

As part of our Annual Review with Government we provide an annual assurance statement from the Chief Executive and Chair on the governance and transparency of Coast to Capital which includes an update on the scrutiny arrangement described above and is published on our [website](#).

Audit

Each year we agree an internal audit plan through our Audit and Risk Committee, with support from the Accountable Body, following the Annual Review with Government.

All feedback in relation to scrutiny or audit is considered by the Audit and Risk Committee and reported to the Board.

We are able to draw on the internal auditors of the Accountable Body as required.

Record Keeping

Coast to Capital keeps both hard copy and electronic records for a minimum of six years in a secure environment subject to The General Data Protection Regulation 2016/679, the Data Protection Act 2018, National and Local Assurance Framework, Government funding requirements and in line with our legal and data retention policies. Appropriate personnel will also be made available, with reasonable notice, to answer any questions arising from any monitoring process in connection with these records.

Day to Day Operating Procedures

Our employee handbook sets out our processes and procedures around human resource management and office practice from expense management through to sickness absence and holiday information. A copy is available for all Board Directors to inspect.

3.6 Our Accountable Body

Our Accountable Body

Coast to Capital has a single Accountable Body, Brighton and Hove City Council, which is responsible for overseeing the proper administration of the governance and financial affairs within Coast to Capital. Brighton and Hove City Council commenced the role of Accountable Body on 1 April 2021. The Accountable Body Agreement with Brighton and Hove City Council can be found on our [website](#) which defines the role and requirements of the Accountable Body. This also ensures that the usual Local Authority checks and balances apply to the awards of funding directed by the LEP Board.

The Accountable Body is actively involved in all key Coast to Capital Governance including the Board, Investment Committee and Audit and Risk Committee. The Accountable Body also attends the Annual Review with Government.

Our Accountable Body is responsible for:

- Providing a finance function which involves holding funds under managed investment paid by Government on behalf of the LEP, administrating and processing Government funds and delivering our operational finance requirements;
- An oversight function ensuring funds are handled with the relevant procedures and grant conditions and that funds are used with propriety, regularity and deliver value for money including:
 - Ensuring decisions and activities conform with all relevant law including state aid and public procurement and ensuring that records are maintained so this can be evidenced.
 - Ensuring that the funds are used in accordance with the conditions placed on each grant.
 - Oversight of LEP governance and transparency arrangements and ensuring that this assurance framework is adhered to.
 - Ensuring compliance with the National Assurance Framework and agreement on scrutiny arrangements.
 - Ensuring that there are arrangements for local audit of funding allocated by the LEP equivalent to those of local authorities.
 - Monitoring and audit arrangements.
- A support function providing technical advice on the relevant law and legal risks.

With regards to the expenditure of public funds, the ultimate deployment of funds reside with the Section 151 Officer of the Accountable Body, and only takes place with their approval, following decisions made by the relevant Coast to Capital Board or Committee.

The accounts through which the Local Growth Fund passes will be published and available for public inspection. Our Accountable Body will publish its accounts in accordance with the provisions of The Accounts and Audit Regulations 2015; full details can be found on their website.

Our Accountable Body will not comply with a decision of Coast to Capital if any one, or more, of the following circumstances arose:

1. Evidence of non-compliance with applicable laws including Subsidy Control and Procurement laws;
2. Evidence of non-compliance with grant conditions as set out under section 31 of the Local Government Act 2003;
3. Material departure from provisions of the Assurance Framework.

The process for resolving issues of this nature will initially be through collaborative working, advice and support. If not resolved, it would be put to the agreed dispute resolution procedure (as set out in the Accountable Body Agreement). It is, however, anticipated that such an event will be avoided by the Accountable Body's presence at all decision making meetings and at the Coast to Capital Board.

The Head of Finance, appointed by the Accountable Body, liaises with Coast to Capital teams and delivery bodies to ensure data is correctly received and approved. They work closely with the Section 151 Officer at Brighton and Hove City Council and the Accountable Body's accounts payable team.

Our Section 151 Officer

The role of our Section 151 Officer in our Accountable Body is to oversee the proper administration of the governance and financial affairs within Coast to Capital.

The particular responsibilities of the Section 151 Officer are as follows:

- ensure the oversight of the proper administration of financial affairs within the LEP;
- Attend Board meetings;
- Attend Investment Committee meetings;
- Attend Audit and Risk Committee meetings;
- Provide an Assurance Statement as part of the Annual Performance Review;
- Submit a letter to MHCLG's Accounting Officer by 28 February each year which:
 - Details the checks that the Section 151 officer has taken to assure themselves that the LEP has in place the processes that ensure proper administration of financial affairs in the LEP
 - A statement whether, having considered all the relevant information, the Section 151 Officer is of the opinion that the affairs of the LEP are being properly administered in line with the National Assurance Framework and this Assurance Framework

- If not, information about the main concerns and recommendations about the arrangements which need to be implemented in order to get the LEP to be properly administered

Coast to Capital will ensure that the Section 151 Officer is given sufficient access to information in order to carry out their role. All relevant documentation is provided to the Section 151 Officer, including agenda and papers of Board and Committee meetings where decisions are being made. The Section 151 Officer has the opportunity to comment on all such relevant documentation.

The Section 151 Officer should exercise their duties in line with the CIPFA guidance and the National Assurance Framework.

Accountable Body arrangements for funding received from Government

The Accountable Body receives Coast to Capital's funding and holds this separately for draw down by Coast to Capital. The Accountable Body will be able to invest funds in the same way as Brighton and Hove City Council monies are invested when the LEP provide a cashflow.

Arrangements are currently being put in place to ensure funding from Government from Coast to Capital is invested in accordance with the cash flow requirements of Coast to Capital.

4. Our Investments

Local Enterprise partnerships have been asked to administer Local Growth Funding on behalf of Government. Coast to Capital therefore takes responsibility for the correct administration of public funding streams in our area and commit to ensuring that public resources are managed appropriately. We seek to achieve accountability, transparency and value for the money in the work that we do to deliver these.

Coast to Capital funding is overseen by Brighton and Hove City Council as the Accountable Body. A Head of Finance is in post who reports to both the Coast to Capital Chief Executive and Brighton and Hove City Council's Section 151 Officer. The Section 151 Officer approves all payments and attends the Board, Investment and Audit and Risk Committee to ensure appropriate use of resources.

4.1 Our Accountability for Public Funding

It is vital that Coast to Capital fully conforms with the expectations on the good use of public funds. These are the key obligations on us and include:

- Ensuring that we obtain best value for money from our investments
- Ensuring we take transparent decisions on the way we spend public money
- Engaging and consulting our stakeholders when we update our strategy
- Ensuring we regularly engage and update our stakeholders on our activities
- Discharging duties required of us by the Department of Transport specifically in relation to funding of transport projects.

4.2 How we make Decisions on Grant Distribution and Loan Distribution

We make decisions to award grants and loans based on a robust and thorough process in line with our commitment to transparency. Annex L summarises the decision making processes accordingly.

4.3 Our Funding, Programmes and Schemes

This section sets our funding, programmes and schemes.

Local Growth Fund

Government has distributed the Local Growth Fund to LEPs in order to support delivery of the Growth Deal. This is an investment fund of £275m that we govern, deploy and monitor on behalf of Government. The LGF supports the delivery of infrastructure projects, which have been agreed with Government and are key in supporting economic growth in the region.

Growing Places Fund

This is a revolving business loan fund which provides loan finance, on a strictly recoverable model basis, to growth businesses to unlock development that the UK

loan market has not been able to service. £23m was available through the Growing Places Fund. The fund is currently fully committed but if any further loan capital is made available, application details will be published on our website. The Growing Places Fund Committee is charged with monitoring the £23m deployed via the Growing Places Fund and reporting to the Board.

Getting Building Fund

Coast to Capital was allocated £19.2 million Getting Building Fund focused on supporting the delivery of shovel-ready infrastructure projects to boost economic growth, and fuel local recovery and jobs. This fund has been fully allocated. An Assurance Statement which sets out the Governance and decision making in relation to this programme is published on our website.

Backing Business Fund

The Coast to Capital Backing Business Grants is a £2 million fund that was set up to provide grants to independent small businesses and social enterprises (excluding charities) in our area who have been affected by COVID-19 during the emergency response to the pandemic. The Backing Business Grant fund is now closed as we have deployed the funding that we had available.

Regional Projects Business Case Development Fund

Coast to Capital will deploy funding awards of between £20k-£100k of recycled Local Growth Funding to support the development of full business cases aligning with our Regional Projects work stream. This call has now closed and the Programme Committee are in the process of evaluating and awarding funding allocations.

Business Recovery Grant Programme

The Coast to Capital Recovery Grant Programme is a capital equipment (capex) grant funded by Local Growth Fund (LGF). The grants part-fund projects undertaken by innovative, high growth small and medium sized enterprises (SMEs), charities and social enterprises in the Coast to Capital LEP area. Eligible projects will result in recovery of pre COVID-19 sales levels, job recruitment and retentions, innovation and social value. This Programme ended on 31 March 2021. An Assurance Statement which sets out the Governance and decision making in relation to this programme is published on our website.

Growth Hub

This is funding provided by Government, explicitly for the provision of a range of business support services provided through a team of staff known as Account Managers. Core public funding is provided to cover employment costs of the team and the operation of their service.

Enterprise Advisor Network and Careers Hub

We receive match funding from the Careers and Enterprise Company, which was established and is funded by Government since 2015, for the provision of Enterprise Co-ordinators in the Coast to Capital area. Enterprise Co-ordinators work with volunteer business leaders to develop and implement careers strategies for young people in schools and colleges across the region.

Peer Networks Programme

Launched in September 2020, the Peer Networks is a programme of expertly facilitated monthly meetings focused on a key topic of interest identified by the members themselves. The Peer Networks programme is funded by the Department for Business, Energy and Industrial Strategy (BEIS) and runs to March 2022. This model of peer-to-peer roundtables is a professionally delivered programme. Each peer-to-peer group will be limited to no more than 11 businesses. The programme delivery partners was appointed following a rigorous tender process and awarded to MDHub.

Growth Champions

The Growth Champion Network is a collection of consultants, all carefully curated as experts in their respected field. The Champions are specialists across a broad range of industries and business practices. The Growth Champions work closely with the Coast to Capital Growth Hub's team of Growth Relationship Managers to provide specialist areas of support for business to unlock further growth. The Growth Champion activity is funded through the SEEDA Legacy funded which will be fully spent by the end of March 2021.

European Union Funding

Decisions on the administration of European Union Structural Funds are taken in line with the geography of Local Enterprise Partnerships. Coast to Capital supports the Government in the delivery of this work and aims to ensure that EU funds are fully administered in support of their objectives.

Revenue Grant from Government

In recognition of the role that we play in administering public funds and in support of the delivery of the Government's objectives, Ministers choose to give Coast to Capital (along with other LEPs) an annual funding allocation to help cover our operational costs.

Contributions from local authorities in the region

In recognition of the role that we play in promoting economic growth and prosperity in the region, Local Authorities in the Coast to Capital area make an annual funding

allocation to match fund the core funding from Government, and help cover our operational costs.

4.4 Monitoring of Existing Grant Investments

All investment decisions using public funds will be made with reference to statutory requirements and in addition with reference to conditions of funding and local transport objectives where applicable. The condition of Local Growth Funding and Getting Building Funds is that it is capital funding only. The LEP is fully involved, engaging with all relevant groups and stakeholders.

We are accountable to Government, and through them to Parliament, for the administration of these grant funds and the value for money and core outputs that it delivers. We make information available to the public through the mechanisms set out in this framework.

In line with the Growth Deal, Coast to Capital is fully responsible for ensuring the Local Growth Fund and since August 2020 the Getting Building Fund is correctly deployed and administrated within our region. In some circumstances, funds may become available – for example because certain projects can no longer be delivered. Coast to Capital then has discretion subject to discussions with BEIS to award or re-allocate this funding through the governance structures as detailed within Annex L and section 1.6 of this document below.

We are accountable to Government for the delivery of a range of outputs relating to economic growth, as part of our Growth Deal, and Getting Building Fund allocation. The key core outputs that we monitor and report, and the definitions/evidence as defined by us to our Delivery Bodies can be seen in Annex N.

The Investments with support of the Programme Committee monitor all grant projects throughout their lifetime, to ensure that conditions and clauses within the funding agreement are being adhered to, and that project delivery, outputs and milestones are on track. The monitoring process includes but is not limited to;

- Quarterly project reporting. Delivery Bodies complete and submit quarterly claim forms, along with risk registers and highlight reports. Financial claims provide sufficient invoice evidence to allow sign off by the LEP and Accountable Body, to enable payment of LGF funds. Monitoring claim forms include reporting on project output delivery, milestones, and matched funding, and reporting is conducted up until project completion.
- Bi-Annual upstream reporting. The Investment team submit monitoring forms to BEIS in order to update Government on project delivery, finances, outcomes, and risks. This data is used to track the LEP's performance against our Growth Deal targets (LGF and GBF).

- **Site Visits and Project Reviews.** The Investment Delivery Leads conduct regular site visits where possible, and project meetings with Delivery Bodies to ensure delivery is progressing to the anticipated timescale including milestones, and also to get updates around outcomes and risks. These are conducted at various stages of the project, from funding approval, to completion/evaluation.
- **High Risk reporting.** As part of the High Risk Monitoring Protocol that the Investment Committee have been tasked with, the Head of Investments regularly updates both Investment Committee and Board with a suite of documents in relation to project delivery risks and financial risks. These documents include the High Risk Report, Full Risk Register, Output Spreadsheet, and other financial updates.
- **Audit Reviews.** The Investments Committee and Board have the ability to commission an audit review or to commission a 'deep dive' audit review on any of our grant funded projects. Audit reviews will be conducted to assess both high risk projects, and to ensure project delivery and outcome delivery is on track. Reports will be accessible to Board members on request. The reviews will enable the Head of Investments to effectively risk assess projects as part of the Investment Committee reporting.

More detail of these processes can be found in Annex L.

The Coast to Capital Investment Committee is updated with project delivery updates, with a key focus on risk on milestones, outputs and finance. Where project delivery is at risk, the High Risk Monitoring Protocol, or Funding Withdrawal protocol may be invoked as set out in Annex O and Annex P. Following each Investment Committee meeting, a consent paper will be presented to the Board detailing all decisions (to note) and recommendations for approval made by the Investment Committee.

4.5 Action to Recover Funds

Coast to Capital, through its Investment and/or Growing Places Committees, will take steps to recover either grant or loan funding, in the event of non-compliance or underperformance by a delivery body, or where conditions precedent to the award of that funding are not complied with.

Breaches of conditions within funding or loan agreements are brought to the attention of the relevant Committee, which will then decide upon the steps to be taken to either require remediation of defaults or to immediately initiate recovery of funds. This includes where there is non-compliance, or underperformance, or failure to meet the terms of the funding agreement (outcomes and/or milestones). This starts with a risk assessment of the project which is developed by the Investments team, and if required, a legal opinion from the Accountable Body can be sought to set out the legal basis for recovery and likelihood of success.

The relevant Committee will receive reports providing information on projects which have received funding including:

- a. A description of projects where concerns have been identified;
- b. Relevant details including the amount of funding awarded and the sum at risk due to concerns; and
- c. Where recovery of funds is considered, a legal opinion from the Accountable Body which sets out the legal basis for recovery and the likelihood of success.

This information will form part of the High Risk Monitoring Protocol as set out in Annex O, whereby Committee members will take one of the following options; watch and wait, write to Government to request a funding carry forward, apply sanctions or withdrawal of funding. The Investment Committee who will then make decisions, or recommendations to the Board accordingly. Then if necessary the Board can decide to withdraw funding as part of the Investment Committee recommendation within Board consent paper. See Annex P for full details of the funding withdrawal process.

Where a decision is taken not to pursue recovering where non-compliance and there are legal grounds to do so this will be clearly justified in the record of the decision.

Where a delivery body also sets out plans to draw down funding within a particular year and those plans have been presented to a relevant Committee or represented to the LEP in written correspondence, the LEP will if required, in order to achieve overall expenditure draw down commitments that have been made to Government, withdraw such funding permanently from projects, to be redeployed to new schemes. Such decisions will be taken by the relevant Committee by recommendation to the Board.

4.6 Future Grant Investments & Pipeline Projects

If and when we have available funding, or returned grant funding to deploy, we may revert to our existing pipeline of projects or issue targeted commissioning 'project calls' to build a new pipeline of projects in line with Gatwick 360, or Build Back: Stronger Smarter Greener Programme. These project calls may identify different categories of projects to include:

- Projects that the LEP will lead and broker partner involvement in.
- Projects that the LEP will invest future grant funding in.
- Projects that the LEP will advocate strongly for but is less likely to provide investment in.

We will have open and transparent calls for projects. We reserve the right to commission any single Delivery Body subject to public procurement and our procurement policy requirements provided the Investment Committee is satisfied that is the most suitable Body to deliver the project and that no other body would be equally equipped.

All calls for project expressions of interest (EOIs), or bids will be developed through our Programme Committee, and advertised openly by being published on the Coast to Capital website and notifications being sent out to our stakeholders and partners. The selection criteria and selection processes are transparent, and will be available through 'bid call' guidance. Both private and public sector organisations can apply for funding on the basis that necessary criteria is met, in addition to meeting a matched funding contribution.

Expressions of interest for funding will be reviewed by the Programme Committee and Investment team, with recommendations being made to either Investment Committee or Board. The Investment Committee or Board have the opportunity to raise questions against any recommendations or decisions taken. The Board cannot overturn decisions taken at the Investment Committee, but can ask for their re-consideration.

Once a project application or business case has been approved, Brighton and Hove City Council in its role as Accountable Body, will agree that Coast to Capital can enter into a funding agreement with the successful Delivery Body; detailing the roles and responsibilities of the parties and setting out how grant funding will be released to the delivery body.

The projects will then be monitored robustly by the Investments Team and Programme Committee through the lifetime of the project and a robust audit trail is kept to demonstrate compliance.

Any decision that is made in contravention of the process set out here will be invalid on the basis of non-compliance unless the Board has given prior approval for variation in the decision making process.

Further information in relation to the Programme Committee can be found in Annex I.

4.7 Achieving Value for Money

Coast to Capital strives to achieve the best value for money in its operation and expenditure of public funds through the below measures. The Chief Executive is the named officer responsible for ensuring value for money and the identification and management of risk associated with the same:

Procurement Policy for our own purchases

The Coast to Capital Procurement Policy can be found on our [website](#). It sets out the standards by which we undertake procurement of goods and services to ensure we obtain best value for money and operate in a fair and transparent way.

Business Case Appraisal

We ensure that thorough reviews of business cases and their supporting documentation is undertaken prior to any funding approvals by the Investment Committee, or Board. This can include taking expert advice from consultants around the value for money of projects, in addition to the appraisal of strategic alignment, project risks and outcomes in line with the Government funding guidance.

Conditions applied to funding agreements

We expect all of our delivery bodies to which we make funding grants, to operate to best practice in relation to the procurement of goods, services and contracts. Our funding clauses impose these requirements and we will audit through our reviews to ensure that delivery partners adhere to these standards. Delivery Bodies may be required to evidence prior to issuing funding agreements that they operate best practice procurement regimes; in most instances this will be by ensuring compliance with the Public Contract regulations 2015.

These standards include the delivery body demonstrating robust procurement procedures that follow best practice for the goods, services and contracts that they intend to purchase with Coast to Capital funding. This would include the delivery body demonstrating an appropriate written procurement procedure before funding awards are made, which details a robust and competitive approach to procurement through competitive quotations or tendering, with appropriate pre-qualified providers. We will also seek to ensure that delivery bodies operate fair and open tendering procedures, including pre-qualification of providers.

Monitoring outputs and wider impacts from projects that we fund

We monitor projects that we fund, across their whole life cycle and use an audit process, based upon the Government's Gateway review system.

The gateway process is a comprehensive best practice approach to project monitoring and is an established methodology to ensure robust standards of project delivery. Unless each key gateway stage is satisfied by delivery bodies, staged funding payments will not be released. On the basis of these findings, project delivery bodies will be called to account including by being asked to attend Investment Committee meetings. Funding may be withdrawn on the recommendations of the Investment Committee to the Board if evidence of adequate performance is not provided. In general, funding payments are released by Coast to Capital on a quarterly basis in arrears through completion of a quarterly claim form.

Risk Management

Corporate risk management is governed as set out in the Risk Policy which can be found on our [website](#).

A projects high risk report, and full risk register is published and reviewed by the Investment Committee at each meeting, upon advice from the Investments Team.

The risk assessment process follows the MHCLG protocol as specified for LEPs. A specific High Risk Monitoring Protocol, and Funding Withdrawal protocol is operated by the Investment Committee and Board and is detailed in Annex Q.

Social Value

How we approach and record Social Value is currently under review.

Social value is firmly in mind when evaluating projects that have received grant funding, for the purposes of sharing achievements and understanding the true value and impact of the project.

For future projects, we will be ensuring that social value becomes a key part of the business case review and appraisal to help inform decision making. Projects will then report on social value as part of monitoring processes.

Annex A - Nominations Committee Terms of Reference

1. Purpose

The Nominations Committee is responsible for Coast to Capital Board recruitment and reappointment including the Chair, Vice Chair, Chief Executive, Private Sector Directors and Co-opted Directors.

2. Accountability

The Committee is accountable to the Coast to Capital Board.

3. Responsibilities

The responsibilities of the Committee are to act in accordance with the Coast to Capital Articles and Assurance Framework to:

- Scrutinise, select and recommend to the Board the appointment of the Coast to Capital Chair.
- Scrutinise, select and recommend to the Board the appointment of the Coast to Capital Vice Chair.
- Scrutinise, select and recommend to the Board the appointment of the Coast to Capital Chief Executive.
- Scrutinise, select and recommend to the Board the appointment of Private Sector Board Directors and co-opted Directors (unless the Board decides otherwise).
- Recommend to the Board the single extension of the term of office of the Coast to Capital Chair or Vice Chair.
- Recommend to the Board the extension of the term of office of Private Sector Board Directors.

In recommending appointment/re-appointment to the Board the Committee shall give due regard to the Coast to Capital Diversity Statement.

4. Membership / Appointment / Terms of Office

The Nominations Committee is appointed by the Board to form a diverse and balanced representation from the public and private sectors represented on the Board. The Nominations Committee shall constitute no less than four Directors as per the Articles.

The Board will appoint one of the four Directors as Chair of the Nominations Committee who will report to the Board. The Board will also appoint a Vice-Chair from among the members of the Nominations Committee who may act in the event the Chair is unable to do so.

The Coast to Capital Chair will Chair the Nominations Committee established to appoint the Vice Chair and Chief Executive. The current Chair may not sit on the Nominations Committee established to appoint their successor but will be involved in an advisory capacity. The Coast to Capital Chair may be appointed to the Nominations Committee established to appoint Board Directors and Co-opted Directors.

The Chief Executive may not sit on the Nominations Committee established to appoint their successor or the Chair. They may be involved in the appointment of the Chair in an advisory capacity. The Chief Executive may be appointed to the Nominations Committee established to appoint the Vice Chair, Board Directors and Co-opted Directors.

The Nominations Committee may from time to time appoint persons from the business community to assist it in the selection of the Chair, provided that such appointed persons do not comprise more than one third of the number of the Nominations Committee. The Nominations Committee may also seek specialist advice from the business community (in addition to any appointed persons).

Members of the Committee are appointed for the duration of a specific recruitment campaign and agreed by the Board. Each time the Nominations Committee is established, at least one new member should be appointed.

A representative from the Accountable Body is invited to attend the meetings to ensure a robust and impartial process.

5. Quorum

No business shall be transacted at any meeting of the Committee unless three Board Directors are present, one of whom shall be a Private Sector Director and one of whom is either the Chair or Vice-Chair.

Decisions shall be made by a majority in attendance and voting at the meeting. In the event of an equality of votes on either side, the Chair shall have a second or casting vote and may use their casting vote even where they have not used their first vote.

6. Decision Making

The Nominations Committee is held in private.

Having due regard to the requirements of the Assurance Framework and Articles and following scrutiny, interview and selection of the eligible applicant/s, the Nominations Committee makes a recommendation to the Board which makes the final decision.

7. Frequency of Meetings

Committee meetings will be held as required.

The Committee may hold some meetings by telephone or by using electronic communication should this be necessary.

8. Conflicts of Interests

Members of the Committee (including their deputies) are subject to the Coast to Capital Conflicts of Interest Policy as set out in the Assurance Framework. Committee meetings will operate in line with this policy.

9. Transparency

Minutes from the meetings are not published but will be shared with the Board on a confidential basis.

10. Sub Groups

No Working Groups or Task and Finish Groups are required to support the purpose of this Committee.

11. Duty to Collaborate

The Committee will have due regard for the need to collaborate with other Committees.

Annex B - Finance and Resources Committee Terms of Reference

1. Purpose

The Finance and Resources Committee is responsible for the oversight of the company's financial strategy and performance, and the effective use of the company's resources.

2. Accountability

The Committee is accountable to the Coast to Capital Board.

3. Responsibilities

Finance

The **Finance** responsibilities of the Committee are to exercise the powers and duties of the Board in respect of the financial administration of the company, except for those items specifically reserved for the Board and those delegated to the Chief Executive and other staff. In particular to:

- Advise on the company's Strategic Financial Planning, Investment Planning and Commercial Strategy Development.
- Review the Annual Budget prior to the start of each financial year and recommend it to the Board.
- Review the Budget each quarter, including in-year adjustments and advise on appropriate action as required.
- Agree financial policies, such as the Procurement Policy.
- Ensure there is proper and complete separation between decisions to purchase and the payment of suppliers.
- Approve changes to the Company bank mandate.

The Audit and Risk Committee is responsible for recommending the draft Year-end Financial Statements to the Board; however, members of the Finance and Resources Committee will be invited to the Audit and Risk meeting where these are discussed.

Resources

The **Resources** responsibilities of the Committee are to:

- Authorise permanent changes to the company's establishment.
- Review Board development and performance.
- Determine conditions of employment for Coast to Capital employees.
- Take decisions on pay awards for Coast to Capital employees.
- Provide oversight and accountability of the Chief Executive.
- To monitor major corporate projects as required.

- Ensure that there are annual independent checks of assets and the asset register.
- Authorise the sustainable disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with an original purchase value of up to £5,000 and reporting such authorisations to the Board.

4. Membership / Appointment / Terms of Office

Membership includes:

- A Chair
- A Vice Chair
- At least one other Board Director
- At least one independent Member

The Chair and Vice Chair must be Board Directors.

Members of the Committee are appointed by the Board based on their skills and experience.

The Chair, Vice Chair and Board Director terms on the Committee run concurrent with their Board Director terms.

The term of an Independent Member is three years. On expiry an Independent Member shall be eligible for reappointment for up to two further three-year terms subject to approval by the Board. Independent Member appointment to the Committee is subject to the same due diligence checks as Board Directors as set out in the Assurance Framework.

Members of the Audit and Risk Committee can be members of the Finance and Resources Committee and vice versa, subject to agreement from both Committee Chairs, and the Chair of the Board.

The Coast to Capital Chief Executive is a non-voting member of the Committee.

The Accountable Body attends the Committee meetings.

5. Quorum

No business shall be transacted at any meeting of the Committee unless at least three of the members are present including the Chair, or in their absence, the Vice Chair.

6. Decision making

Decision making will be by consensus. Where it is not possible to achieve a consensus, the Chair will refer the decision to the Coast to Capital Board.

7. Conflicts of Interest

Members of the Committee (including their deputies) are subject to the Coast to Capital Conflicts of Interest Policy as set out in the Assurance Framework. Committee meetings will operate in line with this policy.

8. Transparency

Committee papers and minutes are published in line with the requirements set out in the Assurance Framework.

9. Sub Groups

The Committee may establish such Working Groups and Task and Finish Groups as it deems necessary. However, overall accountability to the Board will remain with the Committee.

10. Duty to Collaborate

The Committee recognises that there will some cross over in objectives and activities with other Committee, in particular the Audit and Risk Committee and the Nominations Committee and will have due regard for this and the need to collaborate.

Annex C - Audit and Risk Committee Terms of Reference

1. Purpose

The Audit and Risk Committee is responsible for overseeing the Coast to Capital Assurance Framework, Annual Audit Plan, External Audit and Risk Management process.

2. Accountability

The Committee is accountable to the Coast to Capital Board.

3. Responsibilities

The responsibilities of the Committee are to:

- Oversee the Coast to Capital Assurance Framework and its compliance with the National Assurance Framework, ensuring company compliance.
- Agree the Annual Audit Plan and oversee its delivery.
- Review the draft Year-end Financial Statements and Annual External Auditor Report addressing any significant issues in advance of final recommendation to the Board for approval (Finance and Resources Committee members will be invited to attend the meeting where these are considered).
- Make recommendation to the Board on the appointment of the Accountable Body and monitor the arrangements.
- Oversee the Coast to Capital Risk Management process.
- Recommend to the Board the appointment of the external auditors.

4. Membership / Appointment / Terms of Office

Membership includes:

- Chair
- Vice Chair
- at least two other Board Directors
- at least two independent members reflecting business and local government expertise

The Chair and Vice Chair must be Board Directors.

Members of the Committee are appointed by the Board based on their skills and experience.

Chair, Vice Chair and Board Director terms on the Committee run concurrent with their Board Director terms.

The term of an Independent Member is three years. On expiry an Independent Member shall be eligible for reappointment for up to two further three-year terms subject to approval by the Board. Independent Member appointment to the

Committee is subject to the same due diligence checks as Board Directors as set out in the Assurance Framework.

Members of the Audit and Risk Committee can be members of the Finance and Resources Committee and vice versa, subject to agreement from both Committee Chairs and the Chair of the Board.

The Coast to Capital Chief Executive is a non-voting member of the Committee.

The Accountable Body attends the Committee meetings.

5. Quorum

No business shall be transacted at any meeting of the Committee unless at least three of the members are present including the Chair, or in their absence, the Vice Chair.

6. Decision making

Decision making will be by consensus. Where it is not possible to achieve a consensus, the Chair will refer the decision to the Coast to Capital Board.

7. Frequency of meetings

The Committee will meet quarterly. Two full meeting (June and November) and two risk focused meetings (September and February). Further meetings may be added at the Committee's discretion.

8. Conflicts of Interest

Members of the Committee (including their deputies) are subject to the Coast to Capital Conflicts of Interest Policy as set out in the Assurance Framework. Committee meetings will operate in line with this policy.

9. Transparency

Committee papers and minutes are published in line with the requirements set out in the Assurance Framework.

10. Sub Groups

The Committee may establish such Working Groups and Task and Finish Groups as it deems necessary. However, overall accountability to the Board will remain with the Committee.

11. Duty to Collaborate

The Committee recognises that there will some cross over in objectives and activities with other Committees, in particular the Finances and Resources Committee and will have due regard for this and the need to collaborate.

Annex D - Joint Committee Terms of Reference

1. Purpose

The over-arching purpose of the Joint Committee is to promote and support sustainable economic development and growth across the area served by the Coast to Capital Local Enterprise Partnership (“the LEP”). To achieve this, the Joint Committee will agree the Strategic Economic Plan as developed by the Board of the LEP (“the Board”) and also may advise the Board from time to time on the economic development and growth priorities of the area. The Committee is also responsible for ensuring the democratic accountability of the LEP to all local authorities within its area.

The Joint Committee is a joint committee appointed by two or more local authorities represented on the Joint Committee in accordance with section 102(1) (b) of the Local Government Act 1972.

The Joint Committee may appoint one or more sub-committees.

The lead authority for the Joint Committee is Brighton and Hove City Council as the Accountable Body, whose functions in that capacity shall include financial, administrative and legal support.

2. Accountability

The Joint Committee shall submit an annual report to each of the bodies represented on the Joint Committee.

3. Responsibilities

The functions of the Joint Committee are specified below, and may be exercised only in respect of the LEP Area:

- To agree the Strategic Economic Plan and its revisions and amendments as proposed to the Joint Committee by the Board.
- To provide strategic advice to the Board from time to time on the economic development and growth priorities for the LEP Area.
- To nominate on request from the Board representatives from the district and borough local authorities who are members of the Joint Committee to serve as Directors on the Board.

4. Membership

The following bodies shall be members of the Joint Committee:

County/Unitary Authorities

Brighton & Hove City Council
Surrey County Council
West Sussex County Council

District and Borough Authorities

Adur District Council
Worthing Borough Council
Mid-Sussex District Council
Horsham District Council
Crawley District Council
Arun District Council
Chichester District Council
Epsom and Ewell District Council
Tandridge District Council
Mole Valley District Council
Reigate and Banstead District Council

South Downs National Park Authority

Each of the bodies listed above shall be represented at the Joint Committee by one person.

Each local authority member shall be represented at the Joint Committee by an elected Member nominated annually or a nominated substitute.

The South Downs National Park Authority shall be represented at the Joint Committee by its Chair

The Chair and Vice Chair of the Joint Committee shall be the District Council representatives on the Board.

Where a representative of a member of the Joint Committee is unable to attend a Joint Committee meeting, a substitute representative of that member (if approved by it) may attend, speak and vote, in their place for that meeting.

A substitute member must be appointed from a list of approved substitutes submitted by the respective member to the Joint Committee at the start of each municipal year.

The LEP shall have the right to attend meetings of the Joint Committee as an observer and to provide information and advice as requested by the Joint Committee, but will not have any role in voting or decision making.

5. Quorum

No business shall be transacted at any meeting of the Joint Committee unless at least nine of the whole number of voting members are present.

6. Decision Making

Decisions will be made on a simple majority of votes cast by members represented at a meeting.

Where voting at a meeting results in an equal number of votes cast in favour and against, the Chair of the Joint Committee shall have a casting vote.

7. Frequency of Meetings

The Joint Committee will meet at a minimum annually.

The Chair of the Joint Committee may call a special meeting of the Joint Committee at any time, subject to providing members with minimum notice of ten working days.

8. Conflicts of Interest

Members of the Committee (including their deputies) are subject to the Coast to Capital Conflicts of Interest Policy as set out in the Assurance Framework. Committee meetings will operate in line with this policy.

9. Transparency

Committee papers and minutes are published in line with the requirements set out in the Assurance Framework.

10. Administrative and legal support

Administrative and legal support to the Joint Committee shall be provided by the lead authority, such legal support to include Monitoring Officer and Proper Officer functions in relation to the Joint Committee meetings.

Other members of the Joint Committee shall contribute to the costs incurred by the lead authority in connection with the activities of the Joint Committee where such costs are incurred by the lead authority. In such instances a budget will be put forward in advance for member approval.

11. Procedure at meetings

The standing orders of the lead authority will apply to meetings of the Joint Committee.

12. Withdrawal

Any member of the Joint Committee may give six months' notice in writing of intention to withdraw from membership of the Joint Committee and involvement in the Strategic Economic Plan.

13. Review and Variation of Heads of Terms

These Heads of Terms may be varied only by complete agreement of all the members of the Joint Committee and in consultation with the LEP Board.

Annex E - Investment Committee Terms of Reference

1. Purpose

The Investment Committee is responsible for the administration of grant funding streams, including the Local Growth Fund (LGF), Getting Building Fund (GBF) and future funding allocations. The Committee has delegated powers on behalf of the Coast to Capital Board to make investment decisions up to £2million, and recommendations to the Board on investments over £2million. These recommendations or approvals will be based on full business cases being fully scrutinised by the Investment Committee.

The Investment Committee is accountable for the oversight, monitoring and governance of existing investments across both LGF and GBF portfolios, and future investments in line with Stronger, Smarter, Greener. The Committee have delegated authority to make decisions on all approved projects (whether approved by Board, or Investment Committee) in relation to risk management, business case revisions subject to the financial threshold delegations below, project delivery scrutiny, output creation, and approval to issue funding agreements.

2. Accountability

The Investment Committee is a formal sub-committee of the Coast to Capital Board with delegated authority on behalf of, and accountability to the Board.

3. Responsibilities

- To approve full or part funding awards up to £2million, or recommended as relevant full or part funding awards over £2million, and to decide the terms under which this award is made.
- To receive full business cases under the Local Growth or Getting Building funds, and to determine to approve the award of a funding agreement.
- To monitor on behalf of the Board, the delivery of projects that have had funding allocations. This monitoring will include regular reporting from the Investment Team in relation to project reviews, output delivery, risk management, and financial updates. Projects that reach a high risk rating (RED or RED/AMBER) in line with the MHCLG RAG rating guidance, will follow the High Risk Monitoring Protocol.
- As part of project monitoring, the Investment Committee have the authority to call Delivery bodies into account at the Investment Committee meeting accordingly.
- To evaluate and approve project monitoring information to include; High Risk Project Report, Full Risk Register, Output Spreadsheet.

- To instruct or to give recommendations to the Board as required to ensure that the Coast to Capital Assurance Framework is discharged in relation to projects under LGF and GBF. This could include but not be limited to funding awards, setting funding conditions, imposing sanctions on delivery bodies and / or withdrawing funding in accordance with the provisions under the funding agreement, or any action as appropriate to ensure compliance with the Assurance Framework.
- To discharge the responsibilities of the decision-making element of the Coast to Capital Transport Assurance Framework as required by the Department of Transport and as set out within the Coast to Capital Assurance Framework.

4. Membership

All Board members excluding the Chair of the Coast to Capital Board will be Investment Committee voting members, and are appointed to the Investment Committee by virtue of their appointment to the Board.

The LEP Chair can attend the Investment Committee as an observer, but will not have voting rights. The LEP Chair will preside over matters of contention if the Board request the Investment Committee to re-consider a decision and / or disagree with any decision taken. The LEP Chair holding observer status of the Investment Committee, ensures that when the Board is remitted decisions from the Committee, he/she will not be fettered in leading Board discussion on them.

The Chair of the Investment Committee and Deputy Chair of the Investment Committee shall be nominated by the Coast to Capital Board.

Leaders of Local Authorities may be allowed to send a Deputy in their place at the Investment Committee subject to advance approval from the Chair of the Investment Committee or Deputy Chair of the Investment Committee in the Chair's absence.

5. Adviser status

A number of adviser roles are in attendance at the Investment Committee to include;

- The S151 Officer or their delegate from the Accountable Body will offer administrative, financial and / or legal support to the Investment Committee insofar as that advice relates directly to the administration and management of the LGF and GBF.
- A BEIS representative
- A DFT representative when transport projects are on the agenda.
- Coast to Capital Investment Team who will provide advice to the Investment Committee.

6. Quorum

No business shall be transacted at any meeting of the Committee unless at least five of the total number of voting members, with a minimum of one of those voting members being Local Authority representatives, are present and voting.

7. Reporting & Decision making

Decision making will be by majority of vote's casts by members represented at a meeting. Where it is not possible to achieve a consensus majority, the Chair of the Investment Committee or Deputy Chair in the Chair's absence, shall have a casting vote. At the discretion of the Chair (or Deputy Chair in the Chair's absence), where it has not been possible to achieve a consensus majority the matter may be referred to the Board for decision.

Funding awards under £2million in value taken by the Investment Committee will be presented to the Board as a decision to note via the 'Investment consent paper'. Whilst these decisions are subject to the usual checks and balances in line with the Assurance Framework, the Board cannot overturn funding decisions made by the Investment Committee but can only ask for their re-consideration, after which the decision becomes final

Recommendations to the Board for funding awards over £2million, or in relation to the funding withdrawal protocol will be presented to the Board within the 'Investment consent paper'.

The Consent paper along with necessary supporting information will be circulated to all Board Members in advance of each Board meeting, giving Board Members the opportunity to raise questions against any of the items included within the consent paper. Questions must formally be raised to the Chair of the Investment Committee (copied to the Chief Operating Officer) in advance of the next Board meeting. Where comments are raised, the Board will formally discuss that particular item in the paper at the Board meeting.

Items recommended by the Investment Committee that have had no previous approval by the Board will be held until the consent paper is considered at the next Board meeting.

8. Conflicts of Interest

Members of the Investment Committee (including their deputies) are subject to the Coast to Capital Conflicts of Interest Policy as set out in the Assurance Framework. Investment Committee meetings will operate in line with this policy.

9. Transparency

Investment Committee papers and minutes are published in line with the requirements set out in the Assurance Framework and as below;

Investment Committee meetings to cover grant funded projects (LGF & GBF) are held in private (Part B) due to the commercially sensitive/confidential nature of the Investments.

Decisions reached by this committee will be published in the public domain via the minutes with or without redaction.

Transport schemes coming forward for funding should be held in public (Part A of the Agenda) and commercially sensitive/confidential agenda items are held in private (Part B).

10. Sub Groups

The Committee have the authority to instruct the Investment Committee sub-committee as necessary to conduct further business case and/or project scrutiny to enable sufficient decisions to be taken. However, overall accountability to the Board will remain with the Investment Committee.

11. Duty to Collaborate

The Committee recognises that there will some cross over in objectives and activities with other Committee, in particular the Audit and Risk Committee and the Finance and Resources Committee and will have due regard for this and the need to collaborate.

Annex F - Growing Places Fund Committee Terms of Reference

1. Purpose

The Growing Places Committee (GPFC) is a formal Committee of the Coast to Capital Board. The Coast to Capital Board has delegated decision making to the GPFC as detailed in the Coast to Capital Assurance Framework. This includes awards of funding (to a maximum level of £2 million), recovery action, re-statement of loans and general management of the loan portfolio.

2. Accountability

The GPFC is a formal sub-committee of the Coast to Capital Board with delegated authority on behalf of, and accountability to the Board.

The GPFC is accountable to the Coast to Capital Board for delivery of the Board's investment interventions and progress against the targets and performance indicators, agreed with the Board and which are set out in the Annual Business Plan.

The Board will be asked to approve recommendations to funding awards over £2 million as per the Assurance Framework.

3. Responsibilities

The functions of the GPFC are:

- To devise, steer, direct and implement the GPF activities of Coast to Capital LEP, as set out in its strategy.
- To review and approve GPF proposals in line to GPF criteria up to £2million, or recommended as relevant full or part funding awards over £2million, and to decide the terms under which this award is made.
- To drive and steer implementation of GPF objectives in line with strategic objectives set out by the Coast to Capital Board.
- To ensure there is effective communication with, and engagement of, stakeholders, partners and the business sector.
- To ensure revenue is generated to be able to assist in the delivery of objectives of Coast to Capital by commercial opportunities of the GPF loan portfolio.
- To monitor on behalf of the Board, the repayment of capital, the payment of loan interest and the payment of fees under any loan agreement. Also to monitor the objectives of the loan investment delivery. This monitoring will include regular reporting from the GPF Management Team in relation to loan investment reviews, risk management and financial updates.
- To consider, evaluate and provide direction to the GPF Management Team in regards to debt recovery action.

4. Membership / Appointment / Terms of Office

The standing membership will be a maximum of 8 Board members including at least one Public Sector Board Director. Unless Board Membership ceases for any of the reasons detailed in the Assurance Framework, the term of office on the Committee will be as per the term of office of their Board membership.

Board Directors will be invited to join the Committee by the Growing Places Committee and their nomination will be approved by the Board.

Appointments to the Committee will reflect the diverse demographics of the Coast to Capital area and the Coast to Capital Board's commitment to equality and diversity.

The Committee may invite further people to attend meetings if particular expertise/advice is required and any such attendees may, depending on the nature of the expertise/advice, be subject to confidentiality requirements if necessary.

The Chair will be one of the Private Sector Board Directors and shall be nominated by the Coast to Capital Board. The Deputy Chair is nominated and agreed by the Committee.

Public Sector Board Director Deputies, as agreed by the Board, will be permitted to act as a deputies for Public Sector GPFC Members where due process has been completed.

This is particularly important for this committee as it is not quorate without at least one Public Sector member being present. This is subject to advance approval from the Chair of the GPFC or the Deputy Chair of the GPFC in the Chair's absence. Nominated deputies can only be those already approved by the Board and cannot be varied.

Adviser status

A number of adviser roles are in attendance at the GPFC to include;

- The S151 Officer or their delegate from the Accountable Body will offer administrative, financial and / or legal support to the Investment Committee insofar as that advice relates directly to the administration and management of GPF.
- Coast to Capital GPF Management Team who will provide advice to the Investment Committee.

5. Quorum

No business shall be transacted at any meeting of the Committee unless at least four members, with a minimum of one of those members being Public Sector representatives, are present.

6. Reporting & Decision Making

Decision making will be by majority of vote's casts by members represented at a meeting.

Where it is not possible to achieve a consensus majority, the GPFC will refer the decision to the Coast to Capital Board.

All award of funding decisions shall be made at a formal GPFC meeting. Other decisions can be made in person at the GPFC meeting or by correspondence if a meeting cannot be arranged.

To ensure democratic accountability all decisions must involve a Public Sector Member of the Committee or their deputy.

Funding awards under £2 million in value taken by the GPFC will be presented to the Board as a decision to note via the 'GPF consent paper'.

Recommendations to the Board for funding awards over £2 million will be presented to the Board within the 'GPF consent paper'.

The Consent paper along with necessary supporting information will be circulated to all Board Directors in advance of each Board meeting, giving Board Directors the opportunity to raise questions against any of the items included within the consent paper. Questions must formally be raised to the Chair of the GPFC (copied to the Chief Operating Officer) in advance of the next Board meeting. Where comments are raised, the Board will formally discuss that particular item in the paper at the Board meeting.

7. Frequency of Meetings

The GPFC will meet four times a year. Further meetings may be added at the Committee's discretion particularly if a required decision is time critical.

8. Conflicts of Interest

Members of the GPFC (including their deputies) are subject to the Coast to Capital Conflicts of Interest Policy as set out in the Assurance Framework. GPFC meetings will operate in line with this policy.

9. Transparency

GPFC papers and minutes are not published in the public domain due to the commercially sensitive/confidential nature of the Investments.

The Coast to Capital Board will be apprised on the status of the loan portfolio via the Chief Executive's Report and the 'GPF consent paper'.

A summary of all funding will be published in the public domain on the Coast to Capital website.

10. Duty to Collaborate

The Committee recognises that there will some cross over in objectives and activities with other Committee, in particular the Audit and Risk Committee and the Finance and Resources Committee and will have due regard for this and the need to collaborate.

Annex G - Skills 360 Board Terms of Reference

1. Purpose

As a sub-Committee of the Coast to Capital Board, and the Skills Advisory Panel for Coast to Capital, the Skills 360 Board provides a strong leadership voice on skills for the local area, taking forward the delivery of Skills Strategy and Action plan in support of Coast to Capital's Build Back Stronger, Smarter and Greener strategy.

2. Responsibilities

The Skills 360 Board is the Skills Advisory Panel for the Coast to Capital area, adhering to the full remit and responsibilities as set by Government.

In brief the responsibilities include:

- Providing strong regional leadership in the local area, engaging with employers and providers and providing skills advice to the Coast to Capital Board.
- Developing a clear understanding of current and future local skills needs and local labour market as well as the present skills and employment support provision in the local area.
- Building on this high-quality analysis to develop a clear approach to addressing skills and employment challenges within the local area, including by looking ahead to likely skills priorities in the coming decade.
- Fostering cooperation between local skills providers to ensure a good balance of provision.
- Working closely with careers advisory services (National Careers Service and Careers Enterprise Company) to ensure that learners are informed about potential career routes within a local area, and that all careers information and guidance is informed by up-to-date local labour market information.
- Raising the profile of apprenticeships and T-Levels with local employers and providers.
- Sharing analysis and best practice, as widely and transparently as possible, with central government and other Skills Advisory Panels to learn from each other and tackle wider skills challenges.

3. Membership

Board structure

The Coast to Capital Skills 360 Board will be formed of up to 20 members including the Chair.

Members will be from organisations within the Coast to Capital area and comprise of:

- The FE representative from the Coast to Capital Board who will be the Chair
- Nine senior representatives from private/public sector businesses

- One senior representative from the Higher Education (HE) sector
- One additional senior representative from the Further Education (FE) college sector
- One senior representative from an Independent Training Provider
- One senior representative from a community and voluntary sector organisation
- One senior representative from the Department for Work and Pensions (DWP)
- A senior representative from each of the three upper tier Local Authorities and one District or Borough
- The Coast to Capital Chief Executive or nominated member of the executive team

The Skills 360 Board will report into the Coast to Capital Board via the Skills 360 Board Chair.

4. Board member recruitment

Recruitment of Skills 360 Board members will be through an open and transparent application.

Other experts may be invited to present and to report on specific agenda items on an ad hoc basis.

5. Board Champions

Board Champion roles are opportunities for Board members to use their particular area of expertise. There are a mix of roles which have been identified as key to the success of the Board and delivery of its Skills Strategy and Action Plan. The sector focused roles are based on those sectors where we have significant competitive advantage and those that employ or have the potential to employ high numbers.

Below is a list of the Board champion roles:

Role
Equality, Diversity and Inclusion
Stakeholder Conversations
Digital skills
Green skills
Communities
Horticulture/Viticulture
Tourism
Advanced Manufacturing and Engineering
Health and Care
Construction
Financial and Professional Services

Project Sponsors

Project Sponsor roles are opportunities for Board members to support the successful delivery and implementation of key projects by providing strategic leadership and expertise as appropriate.

6. Tenure

The period of the appointment of Board members shall be three years. On expiry of the three-year appointment, a member shall be eligible for re-election for up to two further three-year periods subject to approval by the Board.

7. Board attendance

Members are expected to attend all meetings. In exceptional circumstances, with the written consent of the Chair, members may send a previously nominated substitute. Requests to send substitutes should be made to the Secretariat at least three days before the meeting.

8. Secretariat

The Secretariat for Coast to Capital Skills 360 Board will be provided by Coast to Capital.

9. Meeting frequency and decision-making

The Coast to Capital Skills 360 Board will meet quarterly in advance of the Coast to Capital Board meetings.

Half of the members of Coast to Capital Skills 360 Board will constitute a quorum. Decisions will be made by a majority of the number of members present and voting at meetings. In the event of a drawn vote, the Chair will make the casting vote.

Where decisions are required outside of meetings, these can be made via written procedure (email) with the agreement of the Chair, co-ordinated by the Secretariat. Five working days will be allowed for a response; a nil response will be taken as an abstention.

10. Conflict of Interest

The Coast to Capital Skills 360 Board may be involved with commenting on or advising on investment decisions and/or significant policy recommendations.

A Register of Interests shall be held by the Coast to Capital Skills 360 Board Secretariat. All members are required to complete a Declaration of Interest form and follow the Coast to Capital Conflict of Interest Policy.

11. Equality and Diversity

Coast to Capital is committed to achieving diversity and equality of opportunity. Members of the Coast to Capital Skills 360° Board are required to adhere to the Coast to Capital Equality, Diversity and Inclusion Policy.

12. Transparency

Meetings are not public meetings but will endeavour to operate in an open and transparent manner at all times.

The Skills 360 Board will follow the Principles for Transparency set out in the Assurance Framework

13. Note

A full version of the Terms of Reference can be found on the website.

Annex H - EU Structural and Investment Funds (ESIF) Committee

The Coast to Capital ESIF Committee supervises the development and administration of the LEP's European Structural and Investment Funding Programme ('ESIF'). It is a local sub-committee of the national Growth Programme Board for ESIF. The ESIF Committee is not a sub-group of the LEP Board, however its geographical coverage is contiguous with that of Coast to Capital.

The ESIF committee will undertake a range of functions around the ESIF programme but is not a decision-making body, rather it will provide recommendations on strategic fit and value for money to the Managing Authorities for ESIF. The LEP has responsibility for recruitment to the ESIF committee.

The membership of the ESIF committee is subject to European regulations and includes a wide range of representation from across the public, private and not-for-profit sectors. The LEP supports the appointment of a Chair for the ESIF committee from amongst its network of partners. Other members have been appointed through nomination by their sector.

The membership of the ESIF committee comprises representatives from the following sectors:

- Coast to Capital
- Local authorities
- Private sector
- Not-for-profit sector
- Environmental
- Trade unions
- Higher education
- Further education
- Wider education and skills sectors
- Rural
- Equality and diversity; and
- ESIF Managing Authorities for European Structural Fund (ESF), European Regional Development Fund (ERDF) and European Agricultural Fund for Regional Development (EAFRD)

Annex I - Executive Committee Terms of Reference

1. Purpose

The Executive Committee oversees all actions carried out by the Executive team of Coast to Capital including the delivery of the business plan, as well as operational day to day management of the LEP. It is the forum where cross cutting areas such as human resources, finance, communications, commercial and office management issues are discussed and agreed.

2. Accountability

The Executive Committee is accountable to the Chief Executive and operates in line with the scheme of delegation. The Chief Executive cannot overrule a majority decision taken by the Committee.

3. Responsibilities

The responsibilities of the Committee are to:

- Set and monitor the delivery of the annual business plan.
- Oversee and manage the operational budget including budget setting and monthly reporting.
- Oversee staff management and appraisal.
- Oversee the execution of the Board set strategy.
- Deliver its responsibilities in relation to risk management including reviewing company top risks and external risks.
- Manage key corporate projects.
- Manage cross cutting working.

4. Membership / Appointment / Terms of Office

Membership of the Committee is approved by the Chief Executive and includes:

- Chief Executive
- Business Engagement Senior Manager
- Regional Projects Senior Manager
- Labour Market, Skills and Innovation Manager
- Investment Manager
- Programme Manager
- Corporate Team Manager
- Head of Finance
- and any other LEP staff member as invited by the Chief Executive

The term of office of members of the Executive Committee is contiguous with their individual employment term of office.

The SME manager may deputise for the Business Engagement Senior Manager and the Business Case Manager may deputise for the Regional Projects Senior Manager.

The Governance Officer will attend these meetings to record any actions and approvals. The Governance Officer is not a member of this Committee and does not have any voting rights.

5. Quorum

No business shall be transacted at any meeting of the Executive Committee unless at least four of the members are present.

6. Decision Making

Decision making will be by majority vote, either for those present at the meeting or five if by correspondence.

7. Frequency of meetings

The Executive Committee meets monthly.

8. Conflicts of Interest

Members of the Committee (including their deputies) are subject to the Coast to Capital Conflicts of Interest Policy as set out in the Assurance Framework. Committee meetings will operate in line with this policy.

9. Transparency

This is an executive management committee and is not held in the public domain. Action and decision points are recorded but not publically published. Board members have full access to these on request.

10. Sub Groups

The Committee may establish such Working Groups and Task and Finish Groups as it deems necessary.

11. Duty to Collaborate

The Committee recognises that there will some cross over in objectives and activities with other Committees, in particular the Finances and Resources Committee and the Audit and Risk Committee and will have due regard for this and the need to collaborate.

Annex J - Programme Committee - Terms of Reference

1. Purpose

The Programme Committee will act as a centre of excellence, and is responsible for providing oversight, monitoring and governance, through setting the standards, processes and expectations to support the successful delivery and management of projects and programmes. It is a forum where collaborative thinking, and information sharing takes place to include updates and monitoring, to help identify and address issues to support the achievement of organisational outcomes.

The Programme Committee will also have delegated authority to review the due diligence undertaken on regional projects by the Regional Projects Team, and recommend 'seed funding' awards of up to £100k for approval by the CE, for the development of Full Business Cases, within the financial mandate as set by the Investment Committee.

2. Accountability

The Programme Committee is a formal Executive Committee that is accountable to the Board through the Chief Executive, and will report in to the Board under a delegated mandate. The Programme Committee will operate in line with the scheme of delegation.

3. Responsibilities

The responsibilities of the Programme Committee are to:

- Establish processes, tools and resources to support project delivery and enable sufficient project monitoring and reporting to the Programme Committee.
- Receive updates on projects and programmes across the organisation throughout the different various stages (Planning, Delivery, Closure).
- To work collaboratively to maximise value through providing advice and guidance on best practise, to current or prospect projects and programmes.
- Help to develop and define KPI's, that can be monitored by the Programme Committee.
- To address or escalate key risks, issues or deviations from planned projects or programme milestones, working to resolve these where possible.
- Help to establish and set up Governance to include prioritisation & processes for future funding allocation and/or calls for projects.
- Identify and set agenda items for Board and sub-committee meetings.
- Capture information and findings that can be communicated internally across the wider organisation, and externally with key stakeholders.
- Help coordinate and optimise the allocation of resources towards projects and programmes.
- Agree 'seed funding' allocations towards business case development for regional projects.

- Provide a centralised point of reference for management practise; ensuring consistency and uniformity for controls, monitoring and delivery of projects and programmes.

4. Membership

Membership of the Programme Committee is approved by the Head of Programmes & Risk, and includes:

- Chief Executive
- Head of Programmes & Risk (Chair)
- Head of Regional Projects
- Head of Business Engagement
- Head of Labour Market, Skills and Innovation
- Head of Investments
- Head of Finance
- Communications Lead
- and any other LEP staff member as invited by the Chair of the Programme Committee to update on specific projects/programmes.

External guests may be invited to attend meetings by the Chair of the Programme Committee, to include: the Accountable Body, Government representation, key stakeholders or consultants.

The term of office of members of the Programme Committee is continuous with their individual employment term of office.

5. Quorum

No decisions shall be taken at any meeting of the Programme Committee unless at least 4 of the members are present.

6. Decision Making

Decision making will be by majority vote.

7. Frequency of meetings

The Programme Committee will meet once every 6 weeks.

8. Conflicts of Interest

Members of the Programme Committee are subject to the Coast to Capital Conflicts of Interest Policy as set out in the Assurance Framework. Committee meetings will operate in line with this policy.

9. Transparency

This is an executive management committee that is not held in the public domain. Action and decision points are recorded but not publicly published. Board members have full access to these on request.

10. Sub Groups

The Programme Committee may establish such Working Groups and Task and Finish Groups as it deems necessary.

11. Duty to Collaborate

The Programme Committee recognises that there will some cross over in objectives and activities with other Committees, in particular the Executive Committee, Finance and Resources Committee, Investment Committee and the Audit and Risk Committee and will have due regard for this and the need to collaborate.

Annex K - The Transport Assurance Framework

1. Purpose

This annex sets out the Coast to Capital approach for the assessment and administration of transport projects under the Local Growth Fund in line with the detailed framework prescribed by the Department for Transport and the National Local Growth Assurance Framework 2019.

The Investment Committee shall discharge the duties as required by the Department for Transport for making decisions or recommendations to the Board on the distribution of funding for Transport Schemes. This section of the LEP Assurance Framework details the Transport Assurance Framework that the LEP will operate through this Committee.

2. Transparency of decision making

Publication of meeting papers and agendas in relation to Transport and Resilience schemes coming forward for funding shall take place in accordance with Section 3 and the time frames in section 1.5 of the Assurance Framework. For the purposes of Transport Schemes, the publication of meeting papers will include the publication of business cases to publicise these and to allow for external comment prior to a decisions being taken as to whether or not to approve funding.

All funding applications and business cases, approved by the Investment Committee or Board along with any recommendations will be published on the Coast to Capital website.

Members of the public can comment on funding applications before the Investment Committee conducts its evaluation of bids. Opinions expressed by the public and stakeholders shall be available to decision makers when decisions are taken. The minutes of the Investment Committee will record the consideration of public comments taken by the Committee.

Coast to Capital will respond to all requests for information in regard to transport and resilience schemes in line with our Freedom of Information policy described in the Assurance Framework.

The Investment Committee or Board will be advised by an expert Transport Advisor on transport and resilience funding applications, to include Value for Money assessment.

The LEP will ensure that the Highways Agency and Network Rail are fully sighted on any strategic road or rail schemes that are to be considered for funding so that their views on deliverability and impact on the wider network can be considered and taken into account in the initial prioritisation exercise. In cases where schemes have any impact on train services, the Train Operating Company and DfT (rail) will also be consulted.

3. Transport Scheme Eligibility

Only well-defined and thoroughly researched schemes with a minimum of 15% match funding from the scheme applicant will be considered for funding. Letters of support from the geographic local authorities in which the scheme will be delivered are mandatory.

Before any scheme comes forward to the Investment Committee or Board, an independent scheme assessment will be received from an Independent Transport Advisor along with recommendations.

Funding applications will all be considered by the Investment Committee, who have delegated authority to make decisions up to £2million. For applications over £2million, the Investment Committee will make recommendations to the Board for final approval within the consent paper.

Upon approval the Investments team will issue a funding agreement, which will contain a range of legal conditions that must be satisfied by delivery bodies in order to draw funding down.

Individual scheme business cases submitted by delivery bodies will be checked for compliance against the requirements of the DfT Business Case guidance as detailed more fully below.

4. Specific Transport Business Case Requirements

Major transport projects will be required to submit Business cases in accordance with the guidance published in WebTAG. Central case assessments must be based on forecasts which are consistent with the definitive version of NTEM which is the DfT's planning data set. This National Assurance Framework requirement shall not preclude Coast to Capital from considering alternative planning assumptions as sensitivity tests and considering the results of these in coming to a decision about whether to approve a scheme. For schemes with low costs (below £5million) it is expected that a more proportionate approach will be taken.

Scheme promoters are encouraged to consult with an independent Transport Advisor that can be recommended by the LEP prior to submitting scheme applications. The independent transport advisor will assess the modelling and appraisal of schemes to ensure it has been developed in accordance with the WebTAG and DfT advice on assessing Value for Money (VfM).

The appraisal and modelling will be scrutinised by an Independent Transport Advisor commissioned by Coast to Capital to ensure it has been developed in accordance with the WebTAG. This will be undertaken independent of the management unit or authority promoting the scheme.

All business cases should contain a VfM statement in line with published DfT WebTAG guidance, and schemes will have an individual VfM assessment in accordance with DfT advice on assessing VfM, by the Coast to Capital's Independent Transport Advisor. This information will be presented for consideration by Coast to Capital at each approval stage as required by the National Assurance Framework. The VfM assessment shall be signed off as true and accurate by the Independent Transport Advisor commissioned by Coast to Capital. The Independent Transport Advisor that is commissioned by Coast to Capital will also provide an assessment for consideration by Coast to Capital to enable a determination as to whether the scheme is fit for purpose in terms of modelling and social and distributional impacts. Coast to Capital's Independent Transport Advisor will be different from any Transport Advisor used by scheme promoters.

Only schemes that offer 'high' or 'very high' VfM as assessed using DfT guidance will be recommended for funding support.

5. Release of funding, approval conditions, evaluation and monitoring of outcomes

Funding contributions for transport schemes are capped at the award level with funding agreements specifying that the delivery body is contractually responsible for making up any shortfall in funding and contractually obliged to discharge the scheme fully in line with the committed outputs.

Each funding agreement will have a range of standard and scheme specific conditions. The agreement will be signed as a deed, therefore signalling full acceptance of the conditions by the promoting authority including their Section 151 Officer.

Evaluation and monitoring requirements for transport and resilience schemes will be set as per the funding agreements and specified by the LEP Investments Team. This will include a condition for an agreed evaluation plan.

The drawdown of funding on each scheme is through the submission of quarterly funding returns. Funding will only be paid in arrears subject to evidenced expenditure and match funding contributions from the delivery body. Funding release occurs only upon the LEP making recommendations to the accountable body to release payments.

The LEP monitoring processes will require regular provision of project delivery and financial information in addition to quarterly financial returns. This approach will also involve the conducting of project audits by LEP trained gateway reviewers at key delivery stages.

Transport projects are evaluated and monitored under the processes set out in Annex M.

Annex L - How Funding Decisions are made

1. Purpose

We have a bespoke decision-making process for all Investment activity included within our governance structures. The following sections explore these in turn:

2. Legacy Projects

Grant funding is now fully allocated from both the Local Growth Fund (LGF) and Getting Building Fund (GBF). Coast to Capital distributes this funding on behalf of Government, following previous 'calls for projects' against criteria that has aligned with our strategy. Decisions on legacy LGF and GBF will have been taken by the Investment Committee and/or Board, and are captured within Committee minutes which are published on our website. For further information around historic decision making or processes please contact Coast to Capital.

Legacy projects from both LGF and GBF will be delivering up until 31st March 2025, and the Investment Committee will take decisions on projects to include;

- Flexibility funding release
- Changes to project scope
- Variations in project outputs
- Variations in project milestones
- Actions to mitigate risk

In the instance a project and the delivery of outcomes or milestones is at risk, the Investment Committee can recommend the Board to withdraw funding; as set out in Annex P. If any legacy funding becomes available, Coast to Capital then has discretion subject to discussions with BEIS to award or re-allocate this funding through the governance structures as set out below.

3. New Funding

If and when funding becomes available, we may revert to our existing pipeline of projects or issue targeted commissioning 'project calls' to build a new pipeline of projects in line with Gatwick 360, or Build Back: Stronger Smarter Greener Programme.

All funding calls for future projects will be developed through our Programme Committee, and advertised openly by being published on the Coast to Capital [website](#) and notifications being sent out to our stakeholders and partners. This will include the publication of the necessary application or business case templates, and may include frequently asked questions (FAQ's) to provide further information that may not necessarily be covered in the standard guidance.

The Investment Team will lead this process, and will complete initial application/business case checks against the criteria and guidance as published on

the website. Any non-compliant applications/business cases, as deemed by the Investments Team, will be rejected and not considered as part of the 'funding call' in question. Applicants will be notified by letter of non-compliant applications. The initial compliance check also includes a review by our Accountable Body in relation to the funding and state aid checks to ensure that if the application was funded, the grant would comply with state aid legislation. If the application would not be compliant, it will be rejected and the applicant notified by letter accordingly.

Where required, the Programme Committee can commission an independent consultant to undertake an appraisal on applications to help determine the value for money, and score each project against a set of criteria, which would have been published on the website. The appraisal process will include seeking further clarification points against information presented within the application/business case where required.

The scoring exercise will determine a long list of ranked projects, and the Programme Committee will recommend to the Investment Committee the appropriate 'cut off threshold' for a shortlist of projects. All shortlisted projects to include the application/business cases, and the appraisal documentation will be sent to each member of the Investment Committee subject to no declarations of interest. Members' Declaration of Interest forms will be checked by the Investment team to identify conflicts. The position in relation to conflicted members is approved by the Chief Operating Officer before sending.

Members of the Investment Committee will evaluate and score each application against the same set of criteria. There will be no formal discussion of individual scores, and members must submit scores to the Investment Team, who will calculate the final average score for each project.

The Investment Committee will then be presented with a final ranked list of projects, with formal recommendations on funding allocations, with the highest scores determining the priority for funding. The Accountable Body attend each Investment Committee meeting and therefore are fully aware of all decisions made / recommended in their presence. All decisions can only be made at quorate meetings.

The Investment Committee will make decisions on merit having taken into account all of the relevant information available at the time of evaluation, and will also decide whether a recommendation for full or part funding of applications is made.

Funding awards up to £2million and recommendations for funding award approval over £2million shall be reported to the LEP Board through a single consent paper presented at each Board meeting. This will include a summary of the relevant information, with the relevant documents and information to support decisions and recommendations made available to Board Members in advance of the meeting via the Board Portal.

The Investment Committee is also responsible for deciding / recommending the terms and conditions attached to the funding in accordance with the above, together with the magnitude of funding.

Funding decisions and/or recommendations taken by the Investment Committee are formally noted within the meeting minutes, and distributed to all Investment Committee members for approval, prior to being published on our website. The Accountable Body also receives the minutes at this stage. Coast to Capital reserves the right to redact minutes based on its sole discretion to decide what information is commercially confidential.

4. Pipeline Projects

Where funding is not available, Coast to Capital may still publish calls for 'expressions of interest' (EOI), to help build a strong pipeline in line with Gatwick 360, or Build Back: Stronger Smarter Greener Programme. **These project calls may identify different categories of projects to include:**

- Projects that the LEP will lead and broker partner involvement in.
- Projects that the LEP will invest future grant funding in.
- Projects that the LEP will advocate strongly for but is less likely to provide investment in.

This will be undertaken by the Programme Committee, who will help review EOI's and determine the strategic alignment, and categorise the level of support required.

5. Value for Money

The approval and selection of projects to ensure best value for money is derived from the required discounted cash flow and options appraisal analysis contained within the application criteria. With regard to challenge, Investment Committee will be provided with suitable advice on specific economic analysis and financial appraisal expertise as required to allow challenge on value for money aspects.

When 'Calls for Projects' are announced, selection of projects is conducted through scoring, with value for money being a key weighted scoring criteria. In addition the Accountable Body finance team is commissioned to undertake a detailed appraisal of the financial and value for money aspects of each business case with regard to the requirements of Treasury Green Book appraisal and Annex D of the National Local Growth Assurance Framework (2019) for future bidding rounds.

6. Growing Places Fund

This is revolving business loan fund which provides loan finance and /or equity investment to growth businesses where banks have not been willing to lend. Applications for this fund are advertised on our website and are open to all small businesses that can provide demonstrable evidence that they cannot access any other finance to grow their operations. The fund is currently fully committed, and any

decisions on future funding available will be taken by the Growing Places Committee.

Annex M - Monitoring and Governance for Projects with Grant Funding

Once a project has been awarded funding and a funding agreement has been signed, the project then moves into the delivery and monitoring phase. The Coast to Capital Investment Committee has the executive responsibility for overseeing project delivery including; considering project and programme status, monitoring and project risk assessments.

Projects will be monitored using a suite of tools developed from the Local Partnerships Internal Assurance toolkit. With this Coast to Capital are able to conduct various levels of project assurance review. Projects are monitored through their lifetime and will include;

- Quarterly project reporting on expenditure, milestones, outputs, and risk.
- Risk reporting on project delivery to the Investment Committee.

The Project risk assessment process follows the RAG rating guidance for LEPs that was distributed by MHCLG. The Investment Committee scrutinises and validates risk ratings and reviews project progress, before approving recommendations on actions to be taken. Projects deemed 'High Risk' will be monitored through the 'High Risk Monitoring Protocol' (Annex O) and 'Funding Withdrawal Protocol' (Annex P).

- Quarterly reporting to BEIS on LGF or GBF projects, against expenditure and outcomes.
- Site Visits and Project Audit Reviews on approved and delivering projects.

Projects delivering within the investment portfolio will receive a number of 'audit reviews' and/or site visits during their delivery lifecycle. Reviews will compliment Coast to Capital's project monitoring, and will provide independent and objective assurance of how Delivery Bodies are adhering to clauses laid out in their Funding Agreement. Reviews may be commissioned by the Investment Committee or Board for any of the following reasons;

- A project is deemed high risk (rated Red/ Red/Amber).
- The delivery of key milestones and/or outputs are not within the expected timescale.
- Further evidence is needed of project delivery or outputs, to gain sufficient assurance that the delivery body has met their funding obligations.
- When quarterly reporting and claims, or the Delivery Body identifies potential delays, financial risks, or changes to the project delivery milestones or outputs.
- A project requires review to gain understanding of scope, delivery and status.

Details of the various types of project review (drawn from the toolkit) are listed below.

Initial Project Review	Conducted on new projects following funding allocation forms part of the drafting of the funding agreement. Enables Coast to Capital to gain insight into the project delivery plan prior to funding draw down.
Level 1 Project Review	<p>Undertaken on all projects delivering, at least once per financial year where possible by the Audit and Compliance Officer. This is equivalent to the Local Partnerships 'Swift Sure Review' and will highlight any changes or potential changes to project delivery timescales, financial draw down, project scope, and new or changing risks. Site visits will be conducted where possible.</p> <p>The review can consist of the following components;</p> <ul style="list-style-type: none"> • Review of Funding Agreement and Business Case. • Review of current documents and quarterly reporting. • A pre-audit questionnaire that must be completed by the Delivery Body and returned at least 5 working days prior to the date of the Audit Review. • A site-visit or virtual meeting and interviews with key personnel. <p>The review feeds the RAG assessment which is signed off at Investment Committee meetings.</p>
Level 2 Project Review	Undertaken on Projects that have had a Level 1 review, where further information or clarity is required to validate the RAG assessment. This may be a more in depth review of the project with independent expert advice if required. Where risk needs mitigation, formal recommendations will be given to the Delivery Body in an attempt to get the project back on track, and prevent it from needing a further Deep Dive Review.
Level 3 Project Review	Undertaken after both Level 1& 2 project review, where we are unable to resolve or get an in-depth understanding around the risk areas. An independent consultant would be commissioned following agreement of the Investment Committee, to conduct a further Level 3 Project Review, similar to a full Gateway Audit. This review would attain and validate key information to accurately assess risk, and any areas requested by the Investment Committee. Reports and key decisions would be signed off/approved by the Investment Committee.
Closure Project Review & Evaluation	Once a Project has completed, the Audit and Compliance Officer will undertake a project closure review. This will include checking outputs and ensuring that all grant and match funding have been fully reported. If all areas have been satisfied, the project will be reported to MHCLG as completed. Once marked as completed, the Delivery Body will be asked to undertake an independent evaluation that will be reviewed by Coast to Capital. This evaluation will review whether the original scope and outcomes

	of the project as per the original Business Case/Funding agreement has been delivered.
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Audit reviews are made available on request to any Board Member and the Accountable Body, where no conflict of Interest is present. A report summary detailing recommendations and the agreed risk rating is shared with the Delivery Body within five working days of the report being finalised.

Annex N - Coast to Capital Output Definition & Evidence Requirements

Output	Definitions	Examples of acceptable evidence
Jobs	<ul style="list-style-type: none"> The total number of newly created permanent full-time equivalent jobs as a direct result of the intervention. Exclude those created solely to deliver the intervention (e.g. construction). A job is deemed as permanent if it lasts at least a year. 	<ul style="list-style-type: none"> An anonymised list of new jobs number of hours worked and company name. Indirect jobs only – an economic impact assessment.
Additional construction jobs	<ul style="list-style-type: none"> The total number of new construction jobs to deliver the intervention. 	<ul style="list-style-type: none"> An anonymised list of new construction jobs with number of hours worked and company name.
Jobs Safeguarded	<ul style="list-style-type: none"> The total number of safeguarded permanent full-time equivalent jobs as a direct result of the intervention. Created jobs exclude those created solely to deliver the intervention (e.g. construction). A job is deemed as permanent if it lasts at least a year. 	<ul style="list-style-type: none"> An anonymised list of jobs employees with number of hours worked and company name.
Sqm Commercial floor space	<ul style="list-style-type: none"> The area and class of commercial floor space completed. Floor areas should be measured in accordance with the RICS code of measuring practice (6th edition) 2007. A building should be classified as completed once it is on the non-domestic rating list (sqm). 	<ul style="list-style-type: none"> Contractor or Chartered Surveyor sign off report. Before & after photos acceptable for minor refurbishments only.

Sqm R&D facilities floor space	<ul style="list-style-type: none"> The area of R&D facilities floor space completed. Floor areas should be measured in accordance with the RICS code of measuring practice (6th edition) 2007. A building should be classified as completed once it is on the non-domestic rating list (sqm). 	<ul style="list-style-type: none"> Contractor or Chartered Surveyor sign off report. Before & after photos acceptable for minor refurbishments only.
Area of new or improved learning/ training floor space	<ul style="list-style-type: none"> The amount of 'new build' training/ learning floor space constructed. Figures to be provided following completion. The amount of training/ learning floor space refurbished to improve building condition and/or fitness for purpose, For FE colleges, this should be by estate grading. Figures to be provided following completion. 	<ul style="list-style-type: none"> Contractor or Chartered Surveyor sign off report including updated estate grading. Before & after photos acceptable for minor refurbishments only.
Housing units unlocked	<ul style="list-style-type: none"> The number of housing units that would be unlocked by the intervention. 	<ul style="list-style-type: none"> Planning permission application number. Council plans.
Housing units delivered	<ul style="list-style-type: none"> The number if completed housing units. Complete refers to physical completion of the individual unit, or, in the case of flats, on physical completion of the block. Housing unit refers to one discrete housing unit (e.g. house, flat, live/work), regardless of size. 	<ul style="list-style-type: none"> Council tax registration details. Builder's practical completion or sale documentation.
New Learners / Apprenticeships assisted	<ul style="list-style-type: none"> The number of new learners assisted as a direct result of the 	<ul style="list-style-type: none"> Anonymised, per year college registrations

	intervention, in courses leading to a full qualification.	<p>detailing full or part time learners.</p> <ul style="list-style-type: none"> • Anonymised, per year registrations detailing apprentice numbers, qualification title and employer.
Sqm public realm or green space improved or created	<ul style="list-style-type: none"> • The area (sqm) of public realm or green space improved or created by this intervention. 	<ul style="list-style-type: none"> • Contractor's practical completion documentation. • Photographic evidence – before & after view.
Km of roads, cycling lanes and walk ways maintained and built	<ul style="list-style-type: none"> • The km of roads, cycling lanes and walkways maintained and built by this intervention. 	<ul style="list-style-type: none"> • Contractor's practical completion documentation. • Photographic evidence – before & after view. • Updated map – before & after version.
Number of businesses or institutions assisted	<ul style="list-style-type: none"> • The number of businesses or institutions assisted by this intervention. 	<ul style="list-style-type: none"> • A list of the businesses/institutions and the type of assistance provided.
Number of new super/ ultrafast broadband connections	<ul style="list-style-type: none"> • Number of additional commercial premises and domestic dwellings that, as a result of intervention, now have the option to access broadband of at least 30mbps (average), where this was not previously the case. 	<ul style="list-style-type: none"> • Number of new connections confirmed by broadband providers including if they are business or home connections.
Number of new retrofits delivered	<ul style="list-style-type: none"> • Number of domestic and non-domestic retrofits completed as a direct result of the intervention. 	<ul style="list-style-type: none"> • Contractor's practical completion documentation. • Photographic evidence – before & after
Kg of CO ² emissions avoided	<ul style="list-style-type: none"> • Kg of CO² emissions avoided as a direct result of the intervention. 	<ul style="list-style-type: none"> • Impact assessment detailing change.

Annex O - High Risk Monitoring Protocol

Projects at risk are reported to the Investment Committee through a High-Risk Report, to include key details around the risk areas. Projects are risk assessed by either the Investment Team using the MHCLG risk assessment system, and those with an aggregate risk rating of either 'Red' or 'Red/Amber' will be reported to the committee as High Risk.

When a project reaches this status the Investment Committee will be invited to formally agree actions and recommendations. The Committee can take a range of actions in such situations:

Either:

1. Decide that project can proceed under close monitoring.
2. Agree a 'watch and wait' period based upon suitable delivery body assurances.
3. Write to Government requesting an extension of time for draw down of funding and then choose either action 1, 2 or 4.
4. Recommend to the Board to withdraw and re-allocate funding to pipeline projects.

In relation to action four above, the Chair of the Investment Committee will notify the Chair and all Board members in writing when a project reaches this stage, seeking Board approval to proceed. Board members will have fourteen days to scrutinise the evidence which has been gathered by Investment Committee to support this recommendation. Consent will be sought from Board Members in writing prior to proceeding to implement this decision.

Before deciding to take any of the above actions the Investment Committee will gain sufficient evidence to be able to confidently answer three 'key' lines of enquiry (KLOEs) questions, which are detailed within the decision-making protocol below. In order to answer these questions, the Investment Committee may choose to:

1. Decide that it has sufficient information to answer the KLOEs and take a decision.
2. Commission a 'deep dive' working group to report back.

The results of (2) above would then be reported back to the Investment Committee to allow one of the four actions listed earlier to be agreed.

The Coast to Capital Investment team will always work with delivery bodies and project partners to assist them to reduce project risks and to continue to support approved schemes, through providing any assistance. However, where such assistance cannot be confirmed, Coast to Capital has a duty to deliver value for money, approved outputs and overall programme expenditure in accordance with its commitment to Government.

Where projects are at risk of undermining this duty, Coast to Capital's risk assessment ratings will trigger the Investment Committee to examine what steps can be taken to assist delivery bodies to bring projects back on track. However, in the event that this cannot be achieved and the Investment Committee determines that the 'key' lines of

enquiry below cannot be satisfied, it will recommend to the Board withdrawal of funding from projects and re-allocate it in accordance with the latest Strategic Economic Plan priorities.

'Deep dive' working groups will specifically focus on what assistance Coast to Capital can give to reduce project risk ratings and this may include recommendations that the Investment Committee write formally to Government to request specific dispensations to allow projects to continue. Where such assistance cannot be confirmed and all options have been exhausted to remediate the 'key' lines of enquiry detailed below, the Investment Committee may recommend to the Board to withdraw funding on projects. The decision-making protocol below outlines the steps that Coast to Capital will follow when projects are risk rated RED or RED/AMBER.

Prior to any decision to recommend withdrawal of funding on a project, the delivery body concerned will be invited to make representation to the Investment Committee.

In relation to funding withdrawal, the Board has the ultimate authority to take any decision that it wishes in relation to high risk projects.

Decision Making Process for High Risk Projects

Investment Committee undertakes initial review of RED and RED/AMBER rated projects based upon the High-Risk projects report with accompanying detail. Investment Committee then follows the below listed 'key' lines of enquiry.

The Investment Committee may choose to establish a specific 'deep dive' project working group to enable it to be informed sufficiently to decide, if it feels that it does not initially have sufficient information to answer the 'key' lines of enquiry detailed below.

Investment Committee or 'Deep Dive' review group establishes answers to the following Key Lines of Enquiry as relevant:

KLOE. QUESTION 1 (For Approved Projects without Business Cases):
Will, in the view of the Investment Committee or 'deep dive' review group, the Business Case for the project be forthcoming for approval, allowing sufficient subsequent time for the project to draw down funding in line with Government spend deadlines?

YES – Investment Committee decides project can proceed under close monitoring with suitable delivery body assurances. Investment Committee may choose to 'watch & wait' with further report back.

No – Investment Committee recommends to the Board to withdraw and re-allocate funding to other projects in accordance with strategic priorities.

NB. Prior to taking the above decision, the Investment Committee may choose to write to Government requesting carry forward of funding beyond the spend deadlines. If Government agree this, funding will not be withdrawn and the project will be closely monitored and continue. If Government do not agree – funding will be withdrawn.

KLOE. QUESTION 2:

Are the project outputs and/or value for money expected to be materially different in a negative direction from those stated within the original Strategic Economic Plan, Business Case or funding application?

No – Investment Committee decides project can proceed under close monitoring with suitable delivery body assurances. Investment Committee may choose to 'watch & wait' with further report back.

Yes – Investment Committee recommends to the Board to withdraw and re-allocate funding to other projects in accordance with strategic priorities.

KLOE. QUESTION 3:

Is the project expenditure draw down profile deemed to be highly likely to drift into the next spending period even if flexibility funding has been provided?

Yes – Specific dispensation from Government will be sought and if this cannot be obtained and remediation applied to draw down funding, the Investment Committee will recommend to the Board to withdraw funding or part funding.

No – Investment Committee decides project can proceed under close monitoring with suitable delivery body assurances. Investment Committee may choose to 'watch & wait' with further report back.

If at any stage the Investment Committee are unable to agree a conclusion on any of the above KLOEs they will defer decision making to a forthcoming meeting.

Annex P - Funding Withdrawal Protocol

The following protocol will be invoked by the Coast to Capital Board if it concludes that a project that has either earmarked and/or approved Funding, is unable to deliver contractual commitments.

Protocol

- 1.** Coast to Capital Board has agreed an Investment Committee recommendation to follow option 2 of the 'High Risk Project Monitoring Protocol'.
- 2.** The Chair of Coast to Capital writes to the Delivery Body informing them that unless one of the following options can be satisfactorily demonstrated to the Board via a commensurate recommendation from the Investment Committee, then funding will be withdrawn/ not awarded to the project in question:
 - A-** That the Delivery Body puts in place remedial action to the satisfaction of the Investment Committee and Board, to ensure the full funding award can be fully drawn-down within the Government spend deadline.
 - B-** That the Delivery Body obtains from the relevant Minister, a Government dispensation to extend the funding period. This option would only be applicable if Coast to Capital had already written to Government as part of 'High Risk Project Monitoring Protocol';
 - C-** That the Delivery Body provides a credible proposal to be agreed by the LEP Accountable Body as satisfying the freedoms and flexibilities. This should include confirmation from Government of acceptability of such proposal, to allow the award of funding to be made and released as a capital swap.
- 3.** Delivery Bodies are expected to respond within a 30 day period which may be extended by discretion of the Chair, for up to a further 30 days.
- 4.** If the Delivery Body confirms option A or B above, and the Investment Committee are satisfied accordingly, the project will continue to be monitored via the 'High Risk Project Monitoring Protocol', and/or will be awarded funding via a funding agreement, if this is not already the case. The recommendation from the Investment Committee will be agreed by the Board via a consent paper.
- 5.** If the Delivery Body provides satisfactory evidence under option C above, agreed by the Accountable Body and Government, then the project will continue to be monitored via the 'High Risk Project Monitoring Protocol', with the necessary contract variations being made. The recommendation from the Investment Committee will be agreed by the Board via a consent paper.

6. If the Delivery Body fails to respond, or if none of the above can be demonstrated to the satisfaction of the Investment Committee, then the Board will be recommended to withdraw funding/ not award funding to the project.
7. The Board will have final opportunity to consider any other steps before taking the decision to withdraw funds.
8. The Chair of the Coast to Capital Board will then write on behalf of the Board to the Delivery Body to confirm the above decision, with copies to Central Government, Local MP's, the relevant Minister(s), key stakeholders, and will issue a relevant press release to ensure Coast to Capital's reputation is not damaged.