

# Coast to Capital



**The best place  
in the UK to live,  
work and grow?  
Together we can  
make it happen.**

# Welcome



I have been honoured to be the Chair of Coast to Capital over the past nearly 6 years.

The Coast to Capital Region is incredibly vibrant and varied – from the towns of East Surrey and West Sussex to Britain’s leading coastal city Brighton. The area also includes our beautiful South Downs National Park and Gatwick Airport, our beating commercial heart and gateway to the world.

This makes it a great place to live and work and it has been a pleasure and a privilege to Chair the Local Enterprise Partnership here.

I am proud of our achievements including the allocation of over £300 million into some fantastic investment projects, which are making a real difference to the region. There is a great opportunity to build on this – our Gatwick 360 Strategic Economic Plan sets out our vision for the region and we are negotiating our Local Industrial Strategy with Government

to attract our fair share of economic stimulus and support.

The board itself has gone from strength to strength and comprises a very engaged mix of business, local Government and academia. This mix is unique and it has been inspiring to see how the combination of leaders of councils, university Vice Chancellors and high profile business leaders have come together with ideas and passion for our region. Local pride, passionate engagement and real application of skills and experience - all for the public good. And we are supported by a highly skilled and motivated executive team led by Jonathan Sharrock our excellent CEO.

As the brief sets out we are now looking for a new Chair who will have a big part to play at this crucial time.

I highly recommend the role – it is rooted in giving back to this wonderful region as well as requiring engagement nationally with Government and the wider LEP network. This mix of local and national makes it very stimulating and you can make a real positive difference to this region that we are all so passionate about.

If you feel this challenge could work for you please do apply – we are keen to hear from a diverse range of people who can bring their ideas, skills and ambition to this exciting role.

**Tim Wates**

**Coast to Capital Chair**

**“I highly recommend the role – it is rooted in giving back to this wonderful region as well as requiring engagement nationally with Government and the wider LEP network. This mix of local and national makes it very stimulating and you can make a real positive difference to this region that we are all so passionate about.”**

# Our Organisation

Coast to Capital is one of 38 Local Enterprise Partnerships (LEPs) across England – but the only one lucky enough to be responsible for driving the economic growth and sustainable success of this beautiful, vibrant and exceptionally well connected region.

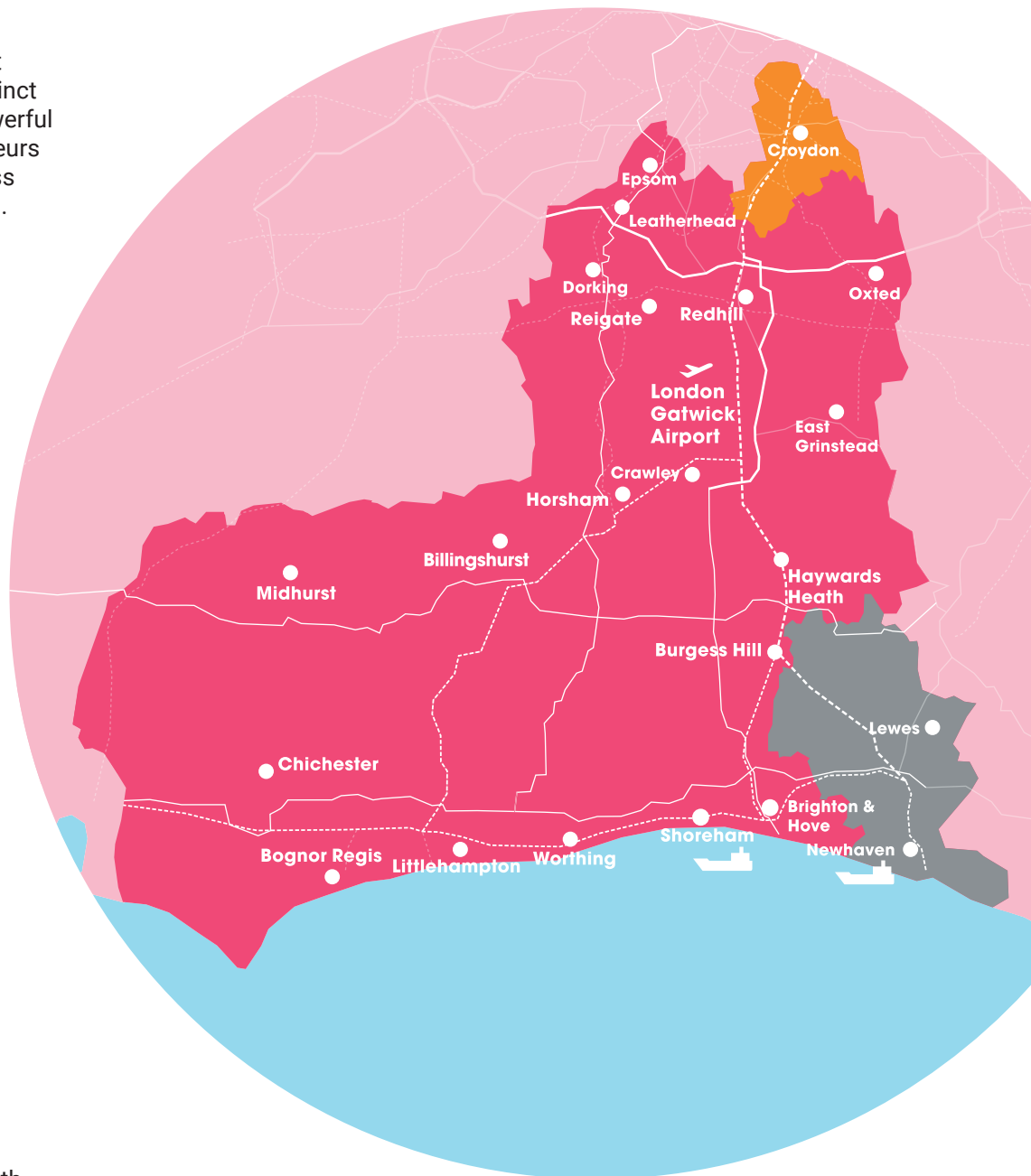
As a LEP, we are here to provide strategic leadership, connect business with support and act as a catalyst for transformational change. As an ambitious and professional business-led collaboration between the private, public and education sectors we work in partnership to deliver a successful strategy for economic growth.






# Our area

The Coast to Capital area does not fit the template. Rather than a single identifiable city region, it is a network of functional economic hubs around Gatwick airport which is the most important asset in our area.

The economic hubs of Greater Brighton, West Sussex and East Surrey each have their own distinct sense of identity, offering a powerful draw for businesses, entrepreneurs and visitors from London, across the UK and the rest of the world.



-  Coast to Capital LEP
-  Strategic relationship with London LEP
-  Strategic relationship with South East LEP

# Our impact

Since we were created, Coast to Capital has made significant progress in attracting investment and support to help our economy grow; including:

- Attracting more than £300m of public investment to upgrade our regional infrastructure, and to invest in the growth of business in the region.
- Developing and delivering services to businesses in the region, focusing on SME and scale-up growth, exports and helping the education sector align with business needs
- Demonstrating leadership on strategic issues facing our regional economy, including around transport infrastructure, the development of skills to serve our future economy, and the economic importance of housing in the region.



Success in bidding for **Local Growth Fund** has resulted in a large portfolio of major infrastructure improvements for us to manage, as well as projects supported by our **Growing Places** revolving loan fund. Last year saw two major project openings including [Shoreham Flood Defences](#) and [The Aldingbourne Trust](#). Excellent progress is being made across our live projects including [Preston Barracks \(Plus X\)](#) and the [Crawley Growth Programme](#). Effective delivery of all of our projects, through the public funds for which we are responsible, continues to be of crucial importance.

Our in-house **Growth Hub** continues to provide free support mainly focussed on established growth businesses, with the successful pilot [Escalator Programme](#) set to be renewed this year. In addition, our [Growth Grant Programme](#), has recently awarded three businesses with funding to help them grow and thrive.

Our Enterprise Coordinators team continue to deliver the **Enterprise Adviser Network** programme across the area bringing business leaders and schools together to support the development of Careers Strategies to address the Gatsby benchmarks related to business encounters and experience of the workplace.

# Our Strategy - Gatwick 360

In July 2018 we published Gatwick 360, our new Strategic Economic Plan, which sets out our vision for the area by 2030. In it we describe our eight priorities to achieve our vision, providing strong leadership and succeeding together with our partners.

Our vision by 2030 is for the towns and cities in the Coast to Capital area to be known around the world as fantastic places to live, to grow and succeed and for the area to become the most dynamic non-city region in England, centred around a highly successful Gatwick Airport.



## Our eight economic priorities are to:



Deliver prosperous urban centres



Develop business infrastructure and support



Invest in sustainable growth



Create skills for the future



Pioneer innovation in core strengths



Promote better transport and mobility



Improve digital network capability



Build a strong national and international identity

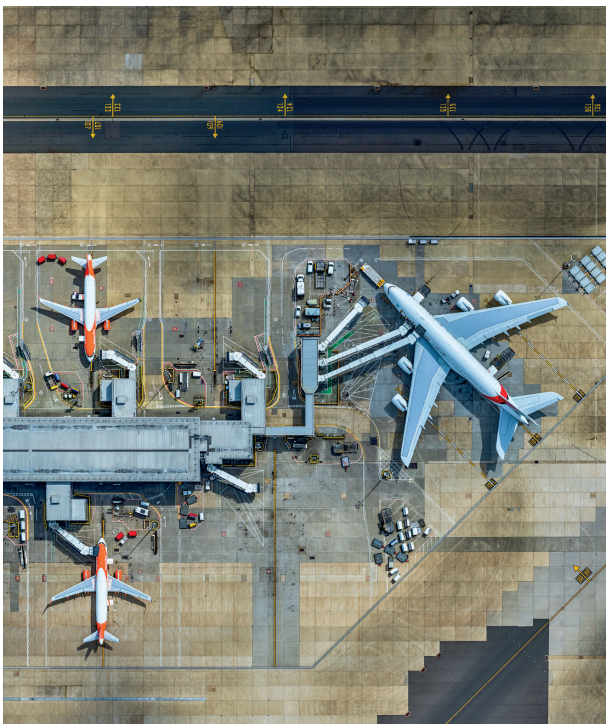
Delivering on the pledges we make in Gatwick 360° now forms a distinct programme for the organisation. Through Gatwick 360° we will negotiate a strong future relationship with Government for our area, through a Local Industrial Strategy.

# Our Local Industrial Strategy



Our Local Industrial Strategy is the biggest single opportunity to raise our profile with Government and future investors and is the number one priority for our future success.

Last year we commissioned extensive research and held over 80 engagement sessions to identify our strategic priorities and investment opportunities working closely with our stakeholders and partners. The Board is leading this exciting piece of work and we aim to launch it later this year with Government endorsement.



# Our Values

We believe we are a leading LEP and we are committed to good governance, transparency and accountability. Our values are as follows and we pride ourselves in our approach to diversity.

We strive to create a workplace that reflects our community and where everyone feels empowered to bring their full, authentic selves to work. There is more work to be done. Therefore, it is vital that our chair is keen to represent, champion and build on our equality, inclusivity and diversity. Please bring your skills, your ideas and your ambition.

We are committed to creating an inclusive organisation that promotes and values diversity. LEP Board members come from different backgrounds across the area and offer a breadth of industry knowledge and expertise.

## Diverse

Our region is a diverse one, in every sense - geographically, economically, socially, demographically. We regard this as a major asset. When we bring people together, and work inclusively to make the most of their potential, we achieve our best.

## Ambitious

We are a high performing, goal orientated team. We are committed to delivering value for our region, and being a benchmark of quality for LEPs nationally.

## Focused

We are driven by the desire to make a positive impact. Focused on strong leadership, collaboration and strategic investment to improve the quality and economic performance of the region.

## Trusted

We believe our reputation is forged by what we do, not what we say. Each strategic decision, each investment and every conversation provides an opportunity to build and strengthen trust.

## Champion

We are a champion for all businesses and communities in the region. Through working closely with the regions economic hubs and local authorities we are able to gain a deep understanding. Then we join the dots to secure investment for our region.



# About the Board

Currently chaired by Tim Wates, the Coast to Capital Board brings together regional business leaders alongside senior politicians and leaders from Universities and Further Education. We form a unique partnership which makes us a powerful voice of challenge and advocacy for our area.

## Leadership



**Tim Wates**  
Chair



**Julie Kapsalis**  
Vice Chair and Diversity Champion



**Jonathan Sharrock**  
Chief Executive

## Private Sector



**Jamie Arnell**



**Karen Dukes**



**Martin Harris**



**Richard Hopkins**



**Amanda Jones**



**David Joy**



**Rosaleen Liard**



**Claire Mason**

## Public Sector



**Mark Brunt**



**Daniel Humphreys**



**Colin Kemp**



**Paul Marshall**



**Tony Newman**



**Nancy Platts**

## Education Sector



**Adam Tickell**  
Higher Education



**Frances Rutter**  
Further Education

# About the role

We are seeking an outstanding senior business figure in order to help lead the region and deliver our ambitions which will be agreed in our Local Industrial Strategy.

As the economic climate changes, the Coast to Capital area is facing new and different challenges. Against the backdrop of our ambitious strategy the Board recognise that the role of its Chair should be one that inspires confidence in the voice of business, government, local authorities and combined authorities. It is vital that the LEP can demonstrate that it understands the needs of and

opportunities for business and can effectively articulate these into strategic economic advice and implementation.

We are keen to hear from enthusiastic and inspiring individuals who can represent businesses across our area and who are passionate about promoting our economic growth. The role will appeal to someone who is keen to make a difference and give something back at the same time as benefitting from an exciting opportunity to progress their own personal growth.

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## Role Title:

Coast to Capital Chair

## Accountable to:

Coast to Capital Board

## Role Purpose:

To lead and chair the Coast to Capital Board to deliver our Strategic Economic Plan and Local Industrial Strategy and ensure that the inclusive Public Private Partnership is fit for purpose.

## Term length:

Three years with the potential to renew for two three-year terms.

## Anticipated time commitment:

Varied but on average around one day a week including some evening commitments. Candidates must be able to offer the time and commitment necessary to make a success of this role.

## Remuneration:

The post is remunerated at £20,000 per annum (flat for three years after which it will be reviewed), and reasonable travel and expenses will be paid.

## Location:

Candidates must live and/or work in the Coast to Capital area; or have or have had experience of participating in a business or businesses based in the area.

# Responsibilities

## The Chair's responsibilities are to:

- Provide leadership and set the strategic direction of Coast to Capital - to ensure the development and implementation of the Strategic Economic Plan 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 Southern LEPs 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 and the Chair's Committee;
- Take a leading role in determining the structure of the Board and leading the appointment of Board Members 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; and
- Understand and commit to Coast to Capital's Equality and Diversity aspirations and policy.

# Person specification

You will understand the needs of business both within the region, nationally and internationally, to provide an authentic and respected voice of business on behalf of the Coast to Capital Board, members and executive on matters of economic strategy and growth to government, partners and to the media.

## Experience

- Established in your field with extensive senior leadership experience within the private or commercial sector;
- An understanding of, or direct experience of, strategic leadership in developing sustainable growth;
- Proven experience of performing a non-executive role and experience of working well with non-executive Directors;
- Experience of chairing multifaceted meetings and running diverse teams effectively;
- Experience of working with senior local politicians, regional and national agencies, and government departments. Experience working with MPs would be a bonus;
- Proven track record in demonstrating leadership to develop and drive strategic change and/or driving innovation forward;
- Track record of success in actively promoting collaboration, joint initiatives, and partnerships; and
- Strong reputation and professional network with established working relationships within the Coast to Capital area.

## Skills

- Ability to grasp strategic issues facing local and central government in relation to economic growth;
- Be able to act as a Coast to Capital ambassador across the area and at a national level with Government including Government Ministers;
- Have the proven ability to chair meetings effectively, seeking balanced and informed decisions, taking an independent view on key economic issues and have strong communication skills;
- Well-developed strategic and influencing skills, and ability to work across organisations in an open and effective way;
- Strong leadership and team working skills, with strong self-confidence and motivational skills;
- Ability to understand, monitor and manage the detail of complex programme management information;
- Ability to engage with a wide range of stakeholders from local government, education and business sectors;
- Ability to exercise effective judgement and decision-making in a political and multi-disciplinary environment;

- Excellent communication and presentation skills;
- Excellent networking skills;
- Ability to work closely with the Chief Executive and his senior team to support the work of Coast to Capital; and
- Ability to act in accordance with the seven Nolan Principles of public life.

## Knowledge

- Understanding of the challenges and opportunities facing the economy in our region, and a commitment to creating an environment where business can flourish; and
- Familiarity with the wider issues affecting our region and a desire to make a difference to the area.

# Application Details

## Terms and Conditions

The term of appointment will be for three years, with an option to renew for a further three-year term. You will be required to attend up to five Board meetings a year, four Chair Committee meetings a year, with wider engagement in line with your Chair responsibilities.

As an organisation which allocates public money on behalf of Government, Coast to Capital holds itself to the highest standards of public accountability and transparency. We set out how we do this in our Assurance Framework, which sets out the high quality governance arrangements that we

have in place in order to ensure that our partners have confidence in the decisions that we make. All Directors are subject to the provisions of this assurance framework, and are given support and training as required by the Executive team to support them in doing this.

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## How to apply

Please send your application by **noon on Monday 30 March 2020, either:**

- By email to [C2C-chair@green-park.co.uk](mailto:C2C-chair@green-park.co.uk)
- Or via the online application site: [search.green-park.co.uk/c2c-chair](http://search.green-park.co.uk/c2c-chair)

Please supply the following for your application:

- An up-to-date CV setting out your career history, with an overview of your responsibilities and achievements and preferred contact details.
- A supporting statement (or covering letter) of no more than two pages which fully addresses the criteria in the job description and person specification.
- Details of two referees who can speak authoritatively about you, along with a brief statement of the capacity and period of time in which they have known you. Referees will not be contacted without your prior consent.

It is essential that your CV and supporting statement (or covering letter) reference all the relevant experience that the selection panel will be looking for in the sift process.

We will acknowledge your application within 24 hours. If you have not received confirmation please contact Amy Evans at Green Park Interim and Executive Search on +44 (0) 203 145 3434 to ensure we have received your application.

# Recruitment Timetable

The Chair will be selected by our Nomination Committee, which consist of Board members agreed by the Coast to Capital Board. It is proposed the shortlisting and interviews will take place as detailed below and the Board agree the successful candidate soon after.

A handover period will be agreed with the current Chair on acceptance of the appointment. It is proposed the new Chair will take up the role in July 2020.

These dates are indicative and may be subject to change (except for the closing date). Please note that candidates will need to be available for final panel interviews, if selected. We will advise all candidates of outcomes at each stage of the process as soon as possible.

- **Closing date** – by noon on Monday 30 March
- **Long listing** – w/c 6 April
- **Shortlisting** – w/c 4 May
- **Assessment Centre** – w/c 11 May
- **Panel Interview** – w/c 18 May

If for any reason you will be unavailable to attend a panel interview on the above date, please include this as part of your application and we will endeavour to make alternative arrangements.

For an informal discussion about this role please contact our retained executive search partner Green Park Interim and Executive Search and ask for Andrea Trainer or Emma Berwick on +44 (0) 203 145 3434.

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## Further Information

Further information about Coast to Capital may be found at our website:

[coast2capital.org.uk](http://coast2capital.org.uk)

