



Coast to Capital Local Industrial Strategy (LIS) Programme Group

Terms of reference

Summary

In line with the Government's Industrial Strategy, 2017, Coast to Capital aims to agree a Local Industrial Strategy (LIS). Government has set a target for all Local Industrial Strategies to be complete by March 2020.

The LIS will need to align with the *5 Foundations of Productivity* which are identified in the Industrial Strategy as: Ideas, People, Infrastructure, Place and Business Environment. As well, the LIS must address some or all of the *four Grand Challenges* identified by Government as: Artificial Intelligence & Data, Clean Growth, Future of Mobility and Ageing Society.

The Coast to Capital Board has charged the Chief Executive to act as SRO in delivering this work, with a mandate based on the objectives of the 2018 *Gatwick 360°* Strategic Economic Plan. This set out a clear vision for the region's economic growth alongside eight strategic priorities for future investment.

The Local Industrial Strategy will be produced through negotiation between Coast to Capital and Government; agreeing an evidence-based understanding of how the regional economy works and the different opportunities that it presents. The evidence base for *Gatwick 360°* is the starting point in this, with further evidence being gathered on the eight priorities set out in the strategy.

The Coast to Capital Board acknowledges the competitive nature of the LIS process, in which all areas will be keen to promote their contribution to future UK growth. The Board has mandated an ambitious approach to the LIS that will make a compelling offer for investment in our region. It will need to highlight the unique opportunities that our area brings forward, which cannot be replicated in any other part of the country.

The LIS will not be the mechanism for approving public investment in specific projects, but the Board has asked that all work to develop the LIS priorities should be based on a good understanding of the different projects which might help to deliver on its goal. This will help to showcase the ambition and innovation in the region, and to promote collaboration between different public and private sector partners. Three types of projects seem most relevant to the effective development of the LIS:

1. Regional Mega-Projects; namely major infrastructure projects with a national resonance which could be delivered uniquely in our region. The role of the LEP is to advocate and lobby in support of these and to clearly illustrate to Government the wider economic benefits that they could bring.
2. Major public investment; namely large-scale capital investment in the region from public bodies such as Homes England, the Environment Agency, Highways England or in the skills and health sectors. The role of the LEP is to work with others to ensure that these sites are identified and fully coordinated with the approach of the LIS.
3. Strategic projects; namely site-specific investments with a significant benefit-cost ratio and with the potential to either leverage wider investment, promote innovation or capitalise on the region's competitive advantages. The role of the LEP is to identify and find funding for these, building on existing Local Growth Deals.

Functions

To ensure internal governance for the Coast to Capital Local Industrial Strategy Programme.

To oversee all live stages of the Programme and the eight component projects.

Oversee resource allocation and /or internal resources to for any corporate spend for specialist consultancy to be commissioned for Programme delivery.

Carry out all Programme functions, including risk management, communications plans and stakeholder engagement.

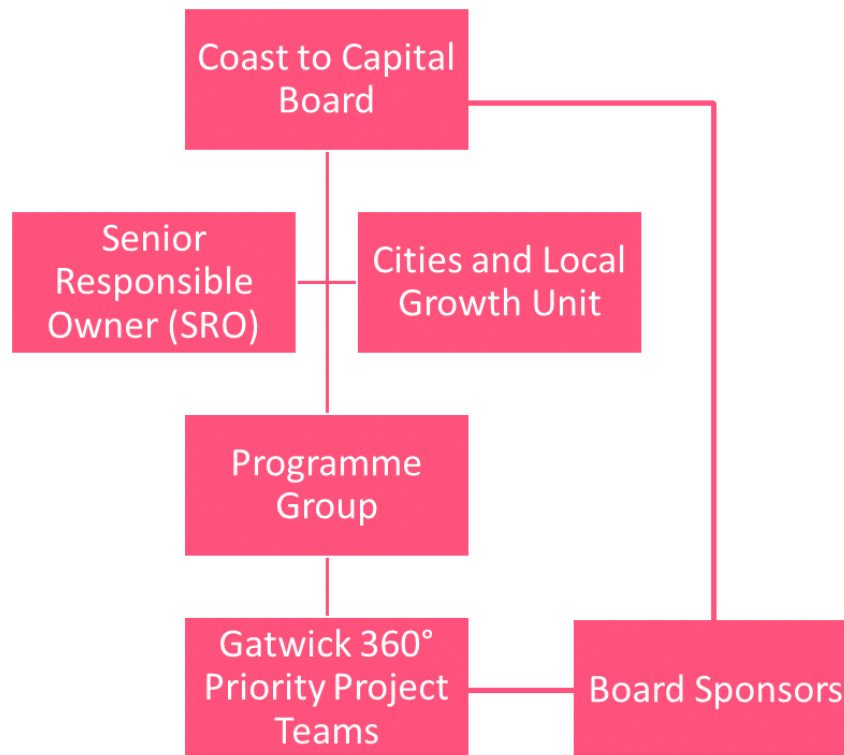
To ensure appropriate linkages between Gatwick 360° delivery and related analysis, prioritisation and negotiation mechanisms for the LIS.

Role descriptors for the Programme Group members and Coast to Capital Board Sponsors in Annex 2.

Reporting and Accountability

The LIS Programme Group will report via the SRO to the Coast to Capital Board. The purpose of this will be oversight and influence, rather than formal decision making on specific aspects of Programme delivery.

Project Teams will be asked to complete standard templates for reporting. This will be coordinated into a single update by the Programme Manager and coordinated with reporting on the Local Industrial Strategy negotiations by the Strategy and Policy team.



Membership

Membership of the LIS Programme Group comprises members of the Senior Management Team (SMT) with support from other Coast to Capital staff and representatives from the three upper tier Local Authorities, as shown below.

The Chief Executive will act SRO for the Programme. Other SMT members have been assigned as the Project Lead for specific priorities.

Programme Team Members	Designated Project Lead
Jonathan Sharrock, SRO (Chief Executive)	Local Industrial Strategy
Tony Middleton, Chief Operating Officer	Priority 1
Malcolm Brabon, Head of Services	Priority 2,8
Kirsten Trussell, Head of Strategy & Policy	Priority 3, 4, 5, 7
Katie Nurcombe, Head of Communications & Corporate Affairs	Priority 6
Matthew Wragg, Strategy & Policy Manager	Support to Programme Group
Marsha Robert, Programme Manager	Support to Programme Group

Senior representative from Surrey County Council: <ul style="list-style-type: none"> Simon Bland, Head of Economic Prosperity at Reigate & Banstead Borough Council 	Provide local expertise to Programme Group
Senior representative from West Sussex County Council - tbc	Provide local expertise to Programme Group
Senior representative from Greater Brighton: <ul style="list-style-type: none"> Nick Hibberd, Executive Director for Economy, Environment & Culture at Brighton & Hove City Council <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> Max Woodford, Assistant Director for Economy, Environment and Culture at Brighton & Hove City Council 	Provide local expertise to Programme Group

Chair

The SRO will Chair the LIS Programme Group.

The Head of Strategy & Policy will deputise as Chair for the SRO.

Substitution

Members of the LIS Programme Group will nominate substitutions as required, according to planned agenda items.

Time and Venue of Meetings

Meetings are intended to be fortnightly, lasting two hours within Coast to Capital offices as a minimum. Please note that from 01 July 2019 meetings will move from our current offices in Horsham to our new office in Pacific House, Three Bridges.

Timings will be planned initially for a 9 month period to mirror the expected negotiation period of the LIS. Meetings will also be planned to coincide with specific stages and milestones within the LIS, as these become known. An initial schedule of meetings is detailed below:

Programme Group meeting	Date	Time
1	28 January	09.00 – 11.00
2	05 March	10.00 – 12.00
3	8 April	12.00 – 14.00

4	07 May	14.00 – 16.00
5	23 May	14.00 – 16.00
6	10 June	14.00 – 16.00
7	25 June	10.00 – 12.00
8	18 July	10.30 – 12.30
9	13 August	10.00 – 12.00
10	27 August	14.00 – 16.00
11	17 September	10.00 – 12.00
12	3 October	10.00 – 12.00
13	22 October	10.00 – 12.00
14	14 November	10.00 – 12.00
15	05 December	14.00 – 16.00
16	17 December	10.00 – 12.00

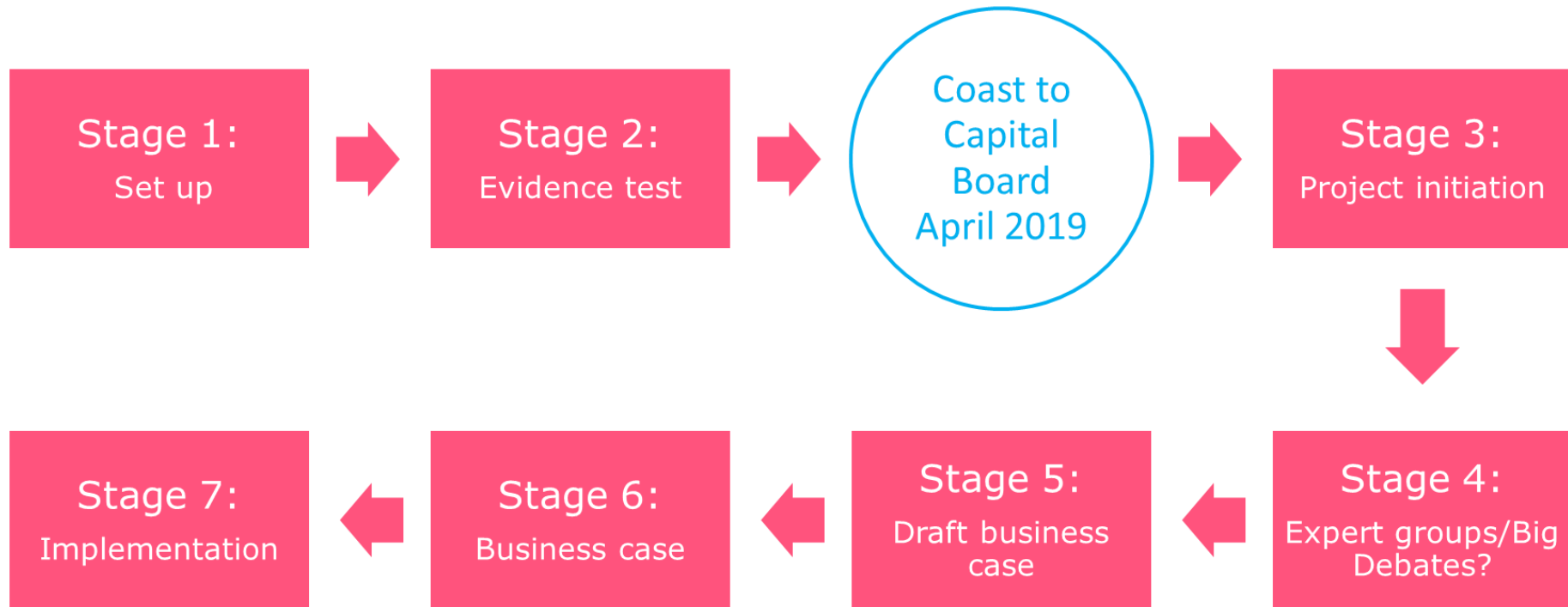
** Please note that the dates and venues are subject to change.

Administrative, financial and legal support

The Programme Manager with the Strategy & Policy Manager will provide guidance and administrative support to the LIS Programme Group. In place of formal minutes an Action Log will be created and monitored by the Programme Manager to document the decision making process.

Financial support and agreement provided by Accountable Body with Chief Executive.

Annex 1 – Programme Stages (process map)



Annex 2 – Role Descriptors

Senior Responsible Owner

Overall responsibility for the development of the Coast to Capital Local Industrial Strategy and delivery of the work streams on the eight Gatwick 360° priorities. This role is accountable to the Coast to Capital Board and will provide regular updates at board meetings to ensure accountability and adherence to the Coast to Capital Assurance Framework. Bilateral meetings with Board members may also be scheduled outside of official Board meetings.

Working closely with the Programme Manager, the SRO will Chair the LIS Programme Group and will approve the topics for discussion or approval at each meeting.

The SRO will lead on engagement with other senior level partners and stakeholders. This will include but is not limited to the following:

- Joint Committee Local Authority Leaders (outside of those on the Programme Group)
- Members of Parliament
- Other LEPs, especially London LEAP (for Priority #1) and SELEP (for Priority #3)
- Business leaders
- Key stakeholders (eg District & Borough local authorities, area partnerships, industry groups)

They will also lead on the monthly LIS negotiations with Cities and Local Growth Unit (CLGU).

Board Sponsor

To provide strong leadership to the Coast to Capital Senior Management Team in undertaking work for each of the eight Gatwick 360° Priorities. This will ensure that the Board are fully integrated into the LIS programme providing strategic input and oversight.

In addition to the above, the role may involve some or all of the following:

- Raising the profile of the Coast to Capital LIS negotiation within the LEP area
- Engaging with experts, influencers and government departments
- Chairing task groups
- Providing expert opinions
- Helping to commission research
- Supervising the development of businesses cases

Project Lead

Accountable to the SRO, the Project Lead is responsible for engaging their respective Board Sponsor/s to develop the project scope for each priority area.

Take ownership of completing related template documents, particularly Project Initiation Documents (PIDs) and Research Briefs.

The role will sit on the Programme Group to provide progress updates on their priority work streams and approve decisions brought forward to the group.

Working closely with the Programme Manager to ensure coordination and relevant progress is being monitored reported on.

Establish a 'Project Team' and 'Expert Groups' to support the delivery of the work streams.

The Leads will be expected to monitor resource levels and any other risks to delivery. Risks should be raised with the Programme Manager and monitored through the PID.