

# Coast to Capital



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

# Welcome

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**Fran Rutter**

*Chair, Skills 360 Board  
Further Education representative,  
Coast to Capital Board  
CEO and Principal, NESCOL*

Before joining the education sector I was CEO of Epsom and Ewell Borough Council. Now, in my role as CEO and Principal of NESCOL, I am an active member of the Surrey Employment Skills Board, sit on the Coast to Capital Board as an Education Representative and the Young People Sponsor, and Chair the Skills 360 Board.

I am honoured to be the Chair of the Skills 360 Board, the Skills Advisory Panel for the Coast to Capital region. I am supported in my role by Vice Chair, Winston Mahaffy of Thales, and a range of very talented individuals from across private and public sector businesses large and small, the further and higher education sector and the community and voluntary sector.

We are proud to represent an incredibly vibrant and varied region – from the towns of East Surrey and West Sussex to Britain's leading coastal city of Brighton. The area is home to some outstanding natural landscapes, including the beautiful South Downs National Park, and Gatwick Airport, our gateway to the world in Crawley.

I am passionate about bringing businesses and education providers together through our Skills 360 Board to create the right skills for people and business that will increase economic and social prosperity.

# 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.




We will now play an even more important role in supporting regional recovery and in bringing together these partners to develop innovative and sustainable solutions to address the significant economic challenges we face as a result of the pandemic.

# 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, and is facing significant challenges as a result of the pandemic.

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 and entrepreneurs from London, across the UK and the rest of the world.



 Coast to Capital LEP

# 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 equality and 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 Board Members represent, champion and build on our equality, inclusivity and diversity.

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.

# Equality, Diversity and Inclusion Policy

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.

The business case for equality, diversity and inclusion in the workplace is overwhelming and evidence shows that diversity brings many advantages to an organisation including increased profitability and creativity, stronger governance and better problem-solving abilities.

We believe that having a more diverse Board and workforce will bring new experience, skills and knowledge which will benefit both us as an organisation and the businesses we support. It will also impact positively on the programmes, initiatives and projects we deliver across the Coast to Capital area and ultimately drive greater economic growth. It is not just the right thing to do, it also makes good business sense.

For Coast to Capital:

- **Equality** is enabling opportunity, access, participation and contribution on a fair and equal footing and ensuring that different groups do not experience barriers

when accessing our services, programmes, funding and employment.

- **Diversity** is about the individual, understanding that each of us is different and making sure we respect and celebrate the variety of backgrounds, perspectives, values, and beliefs.
- **Inclusion** is about embracing those differences and leveraging the power of difference.

We recognise that diversity is already all around us and so we want to place emphasis on inclusion first. Where there is an authentic and inclusive culture, diversity and equity will follow.

I am proud of the work we are leading around gender diversity – particularly working with the Rose Review of female entrepreneurship where we piloted the ‘Expert in Residence’ programme which has subsequently been rolled out across the LEP network. We are now leading the way in looking at disaggregating data around business ownership to ensure our programmes and business support are more inclusive. This trailblazing project utilising Artificial Intelligence and data is now being rolled out across the Catalyst South groups of LEPs.

I am keen that we share our work and challenges across the LEP Network, Government and with business communities so that we can collectively make change for the better. We are using our work in relation to gender as a template to make progress in relation to other protected characteristic groups as we are committed to diversity beyond gender. We acknowledge that representation of all characteristics and experiences will foster a greater sense of active inclusion. We are committed to continual learning and we are looking to progress our approach even further to anticipate where we can take action rather than being reactive.

For Coast to Capital equality, diversity and inclusion is not a one-time campaign or a one-off initiative. This policy reflects the journey that Coast to Capital is on to help drive the transformational change we want to see.

**Julie Kapsalis**

*Chair  
Equality and Diversity Champion*

# About the Skills 360 Board

Government's Industrial Strategy announced the introduction of Skills Advisory Panels, to be integrated into Local Enterprise Partnerships (LEP), to inform the analysis that feeds into regional economic strategies. The Skills 360 Board was established in 2019 as the Skills Advisory Panel for the Coast to Capital area.

The Skills 360 Board have led on several research and analysis projects to better understand the local skills and employment landscape, challenges, and opportunities. This informed the development of a Skills Strategy and Action Plan which sits within Coast to Capital's Local Skills Report. This document can be found on the Coast to Capital [website](#) and provides more detailed context for the Skills 360 Board, its work and future direction.

# Our Strategy

The Skills 360 Board has identified two overarching priorities: People and Business.

## Priority 1: PEOPLE

### 1a. FINDING OUT ABOUT WORK

Supporting young people to find out about and gain more experience of the world of work to improve their future career outcomes.

### 1b. STARTING OUT IN WORK

A renewed focus on getting young people in the class of 2020 and beyond into work to avoid a generation of high youth unemployment.

### 1c. STAYING IN WORK

Helping people to remain in high quality well-paid work and to progress their careers, with a particular short-term focus on those at risk of redundancy as a result of COVID.

### 1d. GETTING BACK INTO WORK

Supporting people back into work, specifically those who have lost their jobs as a result of COVID, with a focus on those who may face a particular disadvantage such as such as younger and older workers, those with low level skills or in places significantly affected by the crisis.

## Priority 2: BUSINESS

### 2a. GROWING, RETAINING AND TRAINING THE WORKFORCE

Helping businesses understand their current and future skills and workforce needs and to build engagement with their existing workforce to ensure the business has the skills it needs to recover, build resilience and grow.

### 2b. WORKING TOGETHER

Bringing businesses and education providers together to build a better understanding of current and future skills needs and to develop collaborative approaches.

### 2c. MAKING THE MOST OF DIGITAL

Helping business owners and owner managers to understand the role that digital technology can have in the success of their business, particularly in the recovery from COVID-19.

These priorities form the basis of our action plan for skills and employment interventions locally which the Skills 360 Board oversees. More detail on the strategy and action plan can be found in Chapters 4 and 5 of the [Local Skills Report](#).

Green and digital skills are themes that run through these priorities. It is important to ensure that we are training people to establish the skills that will support us to develop a clean and green economy – one where we are significantly reducing as well as offsetting our carbon emissions and at the same time increasing the biodiversity of our area. We must also enable people to keep up with the rapid advances in use of technology brought about by the pandemic to benefit from the advantages that brings to business and people.



# About the role

Being a member of the Skills 360 Board offers the opportunity to influence the regional skills agenda in the Coast to Capital area. We are at a time of significant change in the UK as we continue to understand and address the impact of COVID-19 and our exit from the European Union. This along with an ageing population and rapid advances in technology mean the skills debate is urgent and requires an innovative approach more so than ever before.

Your membership of the Skills 360 Board will involve you in policy and decision making at a regional level, helping to shape our negotiations with Government on the best skills deal for the area. You will support us to understand the challenges we currently face and to be a part of the solution. Your networks and influence will bring us the recognition and investment we need to deliver high quality skills education and training in the Coast to Capital area.

## Remuneration

The post is not remunerated.

## Term length

The initial period of the appointment shall be three years.

## Anticipated time commitment:

1 day per month.

## Meeting attendance:

Meetings are held quarterly, usually mid-week between 4pm – 6pm.

## Board Member Responsibilities:

- Make impartial decisions that progress the implementation of the Skills Strategy and Action Plan for the Coast to Capital area
- Promote the work and priorities of the Coast to Capital Skills 360 Board within own organisation, local communities and wider partnerships and networks
- Be the main conduit between Coast to Capital Skills 360 Board and those that they represent. Members will engage with sector colleagues and be expected to attend Skills 360 Board meetings prepared to provide feedback from their networks.
- Assume the Board Champion role for the Horticulture and Viticulture sector, which will include leading on a 'sector spotlight' project supported by the Coast to Capital skills team, the scope of which is yet to be determined through discussions with the appointed member.

# Person specification

## Experience

- Established in your field with extensive senior leadership experience within the private or commercial sector.
- Proven experience of working with non-executive Directors or performing a non-executive role.
- Experience of working with stakeholders such as senior local politicians, MPs, regional and national agencies and government departments.
- Proven track record in demonstrating leadership to develop and drive strategic change.
- Track record of success in actively promoting collaboration, joint initiatives, and partnerships.
- Strong reputation and professional network with established working relationships within the Coast to Capital area.

## Skills

- Strong leadership and team working skills, with strong self-confidence and motivational skills.
- Ability to exercise effective judgement and decision-making.
- Well-developed strategic, influencing, and negotiation skills, and ability to work across organisations in an open and effective way.
- Ability to understand, monitor and manage the detail of complex programme management information.
- Ability to engage with a wide range of stakeholders.
- Excellent communication and presentation skills.
- Ability to act in accordance with the seven Nolan Principles of public life.

## Knowledge

- Awareness of and interest in education policy and provision
- An understanding of the skills and workforce development requirements of Horticulture and/or Viticulture employers in the area.

Candidates must live and/or work in the Coast to Capital area, within the Horticulture or Viticulture sector, or have strong business connections to the area and the specified sectors.

Candidates must also be able to offer the time and commitment necessary to make a success of this role.

We welcome applications from a wide range of backgrounds and experience and are looking for transferable skills/experiences that align with those indicated in the person specification.

Currently meetings are being held virtually therefore candidates must be able to participate in online meetings via MS Teams.

# How to apply

Please send your application to [Nick.Darwin@Coast2Capital.org.uk](mailto:Nick.Darwin@Coast2Capital.org.uk) by **Friday 7 May**.

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.

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 48 hours. If you have not received confirmation, please call 01293 305965.

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## Recruitment timetable

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

- Closing date – 7 May
- Shortlist agreed – 12 May
- Panel Interview – 18 May (afternoon)

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 [Kirsten Trussell](#) (Head of Strategy and Policy at Coast to Capital) or [Frances Rutter](#) (Principal and CEO of NESOCOT and Skills 360 Board Chair).

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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)

