



Coast to Capital Business Plan 2016 - 2017



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Chief Executive's Welcome

I am very pleased to present my first business plan for Coast to Capital. Since I took over as Chief Executive in January 2016 I have been listening carefully to feedback from businesses and local authorities on different priorities for the LEP to support economic development in our region.

Our Strategic Economic Plan, published in 2014 clearly sets out the capacity within our economy to drive growth, jobs and prosperity. As well as supporting the aims of this strategy, I want the LEP to focus on addressing the challenges that our region faces in terms of infrastructure, skills and housing.

This business plan sets out what Coast to Capital will do to maximise our impact as an organisation on these issues, making sure that our region has the profile that it deserves. We will continue to work closely with our partners across the region to deliver this.

J. O. Shanahan



Introduction

The Board and Chief Executive are setting their sights high; we intend to raise our profile, increase our influence and drive up the professionalism of our operation. We have five priorities in 2016/17.

Strategic Leadership

This is a new area of work for Coast to Capital. We will be influencing the national agenda on the things that matter most to our region. We believe we are uniquely placed to add value on the Government's high level priorities such as addressing the skills gap, making effective infrastructure investments to support economic growth and delivering sufficient houses and business space to support the economy. We will raise our national profile and increase awareness of the opportunities for investment that Coast to Capital offers.

Business Engagement and Communications

We will increase our engagement with as wide a range of businesses as possible. Our effectiveness in unlocking growth will depend on our ability to understand what businesses want and to communicate their views. We will use high-quality, in-house communications to get our messages across, for example, by revamping our website and increasing our social media presence.

Delivering Projects

As well as successfully delivering the sixty three projects from Rounds 1 and 2 of the Local Growth Fund, we must submit a successful bid for LGF Round 3. We will showcase the value of investment in our area, focusing on projects which will have the potential to transform the region. We

will make faster progress on our European Structural and Investment Funds Strategy to provide revenue funding for business support and skills. We will continue to deliver successful outcomes from our Growing Places projects and begin work to make the Newhaven Enterprise Zone a reality. We will develop robust assurance and project management systems, and strengthen our team to ensure that we meet the standards necessary for the effective administration of public money.

Delivering Strategies

Through our committees, we will deliver the goals in our Strategic Economic Plan, leading thinking and implementing strategies in:

- Infrastructure and transport
- Enterprise
- Internationalisation
- Skills
- European funding
- The rural economy

We will demonstrate added value by generating projects, achieving successful outcomes for Government-funded initiatives, addressing market failure and delivering strategic benefit to our region. This work will be evidenced by high quality economic research and supported by professional communications.

High Performing Organisation

We aim to be a highly professional organisation which adds value to everything we do, is widely respected and a great place to work. This requires an engaged and committed board comprising high calibre individuals, excellent

committees, whose members regard them as a good use of their time, and a professional and well-resourced team, focussed on outcomes and impact. We must operate in a financially sustainable way, make sure that our processes for governance and accountability are exemplary and rigorously review our progress towards these aims using measures for impact and added value.

Strategic Leadership

This year, the board and chief executive will adopt a new focus on influencing the national debate on the things that matter most to us. We can make a real difference to Coast to Capital by making sure that national policy aligns with our region's priorities for driving economic growth and productivity. Our unique characteristics as an economic growth area means we have a lot to add to the national debate on high profile issues such as housing, road and rail investment, airport expansion and devolution. Raising the profile of our region will help influence policy and provide further opportunities for investment and growth.

What We Will Do

We will structure and resource our organisation so that the board and chief executive are able to deliver this new role for Coast to Capital as an organisation with national strategic influence.

We will use the knowledge of our board to engage with government on unlocking growth at local level. We will provide effective leadership in this area to support local authorities and contribute fully to ongoing devolution discussions.

Our contribution to the debate will be firmly rooted in our experience in delivering our local strategies for transport, infrastructure, skills and business competitiveness and our understanding of what the economy and business needs.

Strategic Leadership Priorities in 2016/17

The current priorities on which we intend to influence the debates at national level are:

1. Making the most of the economic opportunities that Gatwick brings and advocating the wider economic benefits to our region of airport expansion.
2. Developing a clear LEP position on the opportunities to increase housing and regeneration in our area, based on informed engagement with senior business figures in our region.
3. Putting the case for greater investment in first class transport and infrastructure for our region; including strong engagement in road and rail infrastructure decisions.
4. Capitalising on the benefits of devolution for Coast to Capital's economy.

Lead: Coast to Capital board and Jonathan Sharrock, Chief Executive

Business Engagement and Communications

To increase our effectiveness and make sure we are focussing on the things that will make a real difference to our economy, we intend to engage with the businesses in our region, articulating their views and putting our weight behind their key concerns. We aim to have a dialogue with as wide a range of businesses as possible and the organisations that represent them. This will be reinforced by our investment in high-quality communications.

What We Will Do

We will implement our strategy for engaging with our large and growing business population of over 77,000 registered businesses, 90% of which are small and have fewer than 10 employees. Reaching out to such a varied audience is a challenge, but is essential if we are to speak with authority on their behalf.

We will segment our businesses carefully and develop key messages for each, making sure that there is a benefit to them in engaging with us. We will engage with them using a variety of mechanisms including networks, forums, conferences and events, surveys, on-line communications, newsletters and social media. We will listen carefully to what they say and develop a sound understanding of the key issues from the business perspective.

Our communications strategy will underpin our engagement with businesses as well as raising our profile nationally. To do this effectively, we have brought our communications in-house and employed a full-time professional communications manager. We will also be

using our board members to a much greater extent to act as advocates to the business community.

We will use web-based communications and social media as well as getting out and talking to as wide a range of businesses and stakeholders as possible. We will develop feedback mechanisms so that we know how others view our progress and where the areas for improvement are.

Business Engagement & Communications: Priorities 2016/17

1. Engage much more effectively with the business community in Coast to Capital, on the basis of a clear strategy to understand their key concerns and their views on how to stimulate growth.
2. Board members to hold a series of meetings with 50 key companies and support organisations in the region to recruit 25 business advocates by the end of December 2016.
3. Radically upgrade our website, our media presence and our marketing collateral to reflect our ambition and values.

Lead: Samantha Philpott, Communications Manager

Delivering Projects

We have portfolio of 53 projects funded by the Local Growth Fund in 2015/16 as well as projects supported by the Growing Places Fund, the Business Growth Fund, the European Structural and Investment Funds and the Growth Hub. Local Growth Fund Round 3 is likely to result in a further increase in our project management task. We will also be leading implementation of the Newhaven Enterprise Zone.

What We Will Do

As our Local Growth Fund portfolio moves into a delivery phase, we will ensure that we have an appropriate assurance framework in place to guarantee effective use of public money. We will consult partners on the best way of doing this, and take steps to ensure that this work can be properly resourced and provide the correct incentives for timely and efficient project delivery. Correct professional standards will be important here, and we will appoint a chief operating officer whose main role will be to manage project delivery.

We will continue to drive progress on the sixty three projects from Rounds 1 and 2 of the Local Growth Fund, moving them through to the delivery stage as soon as possible. We will shortlist the next round of major projects and bid for LGF Round 3. We intend to focus on fewer larger projects to gain maximum, transformational impact where we capitalise on the input from the private sector to support the use of public money.

We will make sure that our Growing Places, Business Growth Fund and Growth Hub projects progress as quickly

as possible, that outputs are achieved and that the money is spent on time and to budget.

We will press for faster progress on the implementation of our European Structural and Investment Funds Strategy to provide much-needed revenue funding for business support, skills development and employment.

All these projects must deliver added value and so evaluating their contribution towards our aims for economic growth will be vital.

Delivering Projects: Priorities 2016/17

1. Implement and resource a robust assurance framework to support effective project management processes.
2. Bid for LGF Round 3 based on a small number of major impact schemes.
3. Progress all the current Local Growth Fund schemes through the pipeline from business case to funding agreement and delivery as soon as possible, ensure targets and drawdown are achieved.
4. Progress the current Growing Places, Business Growth Fund Growth Hub and Newhaven Enterprise Zone projects as quickly and effectively as possible.
5. Work with the Managing Authorities and the Coast to Capital ESIF Committee to increase the speed of delivery, develop calls for projects and the project pipeline to deliver our ESIF Strategy and spend our allocation.

Leads

Local Growth Fund: Paul Castle and Hayley Shepherd

Local Growth Fund: Transport and Resilience: Iain Reeve

Growing Places Fund: Paul Castle

Business Growth Hub: Malcolm Brabon

European Structural and Investment Funds: Kathy Vuillaume

Delivering Our Strategies

Our objective is to achieve the goals in our Strategic Economic Plan and the individual strategies for transport, skills, enterprise, internationalisation, the rural economy and European funding to support economic growth in our region. This work is led by our committees, chaired by Board Members and comprising of partners and businesses.

What We Will Do

Through our committees we will continue to develop and implement strategies to support the Strategic Economic Plan in the areas of:

- Transport and infrastructure
- Enterprise
- Internationalisation
- Skills
- The rural economy
- European funding

We will strengthen these committees, including revising their terms of reference and reviewing membership to increase the business voice.

We will review and refresh strategies, focus on the strategic benefit to our region and on identifying key interventions such as new projects where there are market failures. In some cases, such as the Growth Hub and Enterprise Advisors, we provide direct services and are funded by Government to do so.

Our Strategic Committees:

Infrastructure Committee: chaired by Martin Heffer

Secretariat: Iain Reeve

Enterprise Advisory Committee: chaired by Steve Allen,

Secretariat: Malcolm Brabon

International Advisory Committee: chaired by Mike La Rooy, Secretariat: Malcolm Brabon

Skills Committee: chaired by Clive Behagg

Secretariat: Kirsten Trussell

Rural Strategy Group: chaired by Julie Kapsalis

European Structural and Investment Funds¹ area sub committee

Chaired by John Peel, Secretariat: Kathy Vuillaume

¹ NB This is not a sub committee of the Coast to Capital Board as it reports to the national Programme Management Committee for ESIF to comply with EC regulation.

Delivering Our Strategies: Priorities 2016/17

1. Ensure that our Committees focus on areas of market failure and where we can add value to the economic performance of the region, updating terms of reference and membership as necessary.
2. Refresh the strategy for each committee to reflect our priorities.
3. Support the effectiveness of our committees through our communications and research team.
4. Provide highly effective services to businesses and other partners through our Growth Hub and Enterprise Advisors.

High Performing Organisation

We aim to add value to everything we do and to be a widely respected organisation and a great place to work. This requires an engaged and committed Board comprising high calibre individuals, excellent committees, whose members regard them as a good use of their time, and an effective and well-resourced team, focussed on outcomes and impact. We must operate in a financially sustainable way, making sure that our processes for governance and accountability are exemplary and rigorously review our progress towards these aims using measures for impact and added value.

What We Will Do

Our Board

We will support our active and committed Board, chaired by Tim Wates. The board is responsible for strategic direction, progress towards our aims and oversight of our operations. The board's committees will continue to be responsible for turning the strategy into action in their areas of interest and reporting progress to the board, supported by the team member who leads on the operational aspects.

We will ensure that the organisation remains on a sound financial footing and continues to perform well under audit and scrutiny. Our business overview, audit committee and executive committees will be responsible for ensuring we meet the highest standards for governance and accountability, assurance and financial management as explored in the recent National Audit Office report² on LEPs.

Our Team

We will strive to attain the highest possible professional standards in all that we do. We are committed to our employees and to operating as a cohesive, inclusive and committed team. We will encourage openness and fairness in the workplace and actively seek to develop each member of staff and give them the opportunity to progress their careers within the organisation.

We will continue to support diversity and equality of opportunity as an employer and we will invest in our

² National Audit Office: "Local Enterprise Partnerships" March 2016

people and strongly encourage personal development of our employees through training to help them to progress as far as their skills and talents will take them. Feedback from external partners will be a key part of this. We will make sure that team members' personal objectives are linked to the priorities in this business plan. This means that employees can see how they contribute to the aims and objectives of Coast to Capital and our achievements, as well as.

Our Suppliers

We will use our procurement processes and policy to ensure that contracts are awarded fairly to suppliers and that we are able to procure the best possible value for money and standard of goods and services from suppliers.

Our Partners

Coast to Capital is a partnership and is more than just the sum of its team and board. National government departments and agencies, local authorities, the area partnerships, business support organisations, sector networks, voluntary and community sector, higher and further education institutions are all essential partners and our success depends on close collaborative working with them. We will continue to engage with our partners and find ways of deepening our engagement, listen to what they say and involve them in developing and delivering our aims and priorities.

High Performing Organisation: Priorities 2016/17

1. Monitor and evaluate progress on the five priorities in our business plan, reporting to the board twice a year.
2. Review all our processes for governance and accountability, assurance and financial management once a year and make sure they meet Government standards.
3. Manage the performance of our team through setting clear objectives related to the priorities in our business plan and reviewing progress on a quarterly basis.
4. Support our team through training and development plans and employ best practice in recruitment, development and people management.

Committees:

Business Overview Committee: chaired by Martin Heffer

Secretariat: David Smith

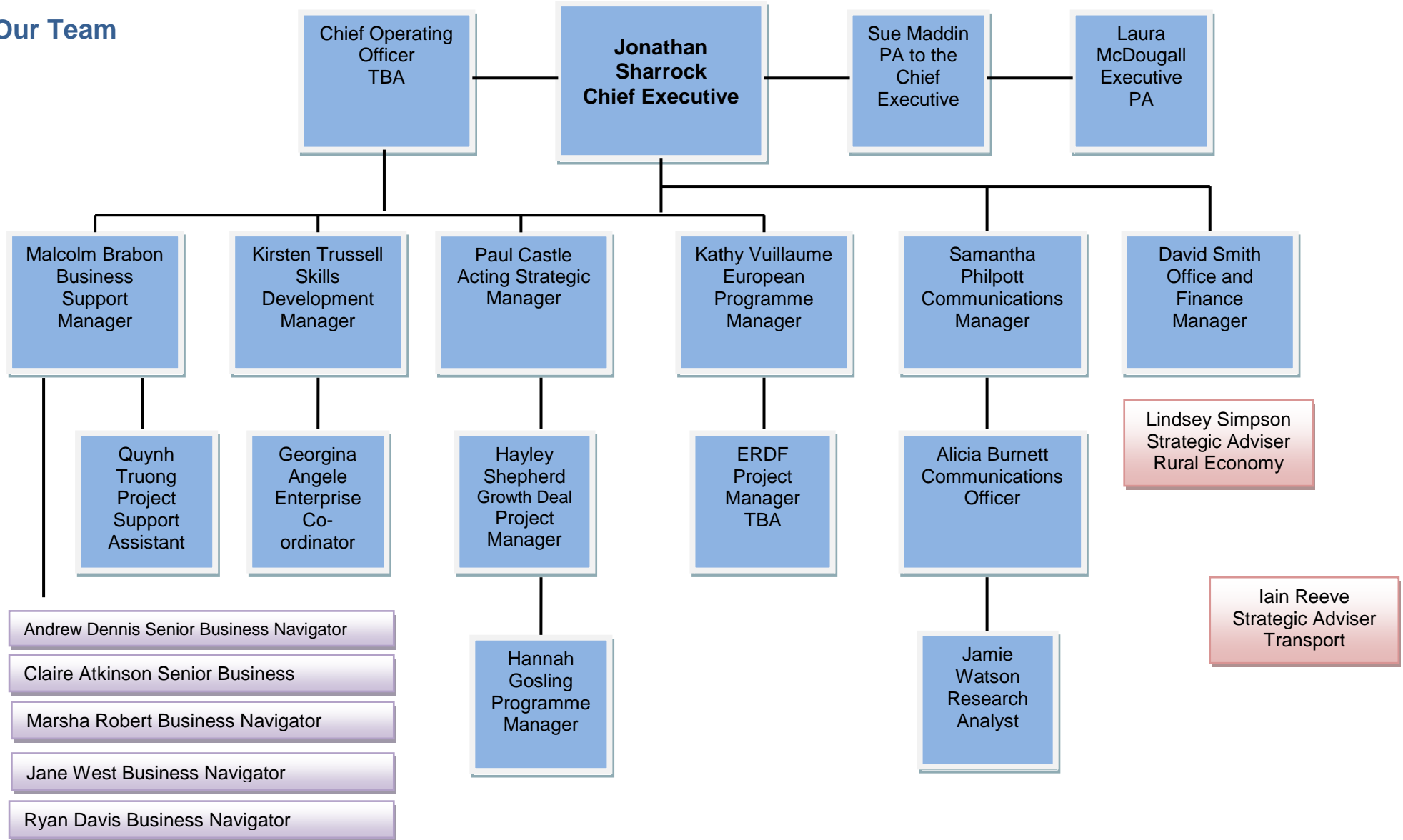
Audit Committee: chaired by Mike La Rooy

Secretariat: David Smith

Executive Committee: chaired by Tim Wates



Secretariat: Jonathan Sharrock

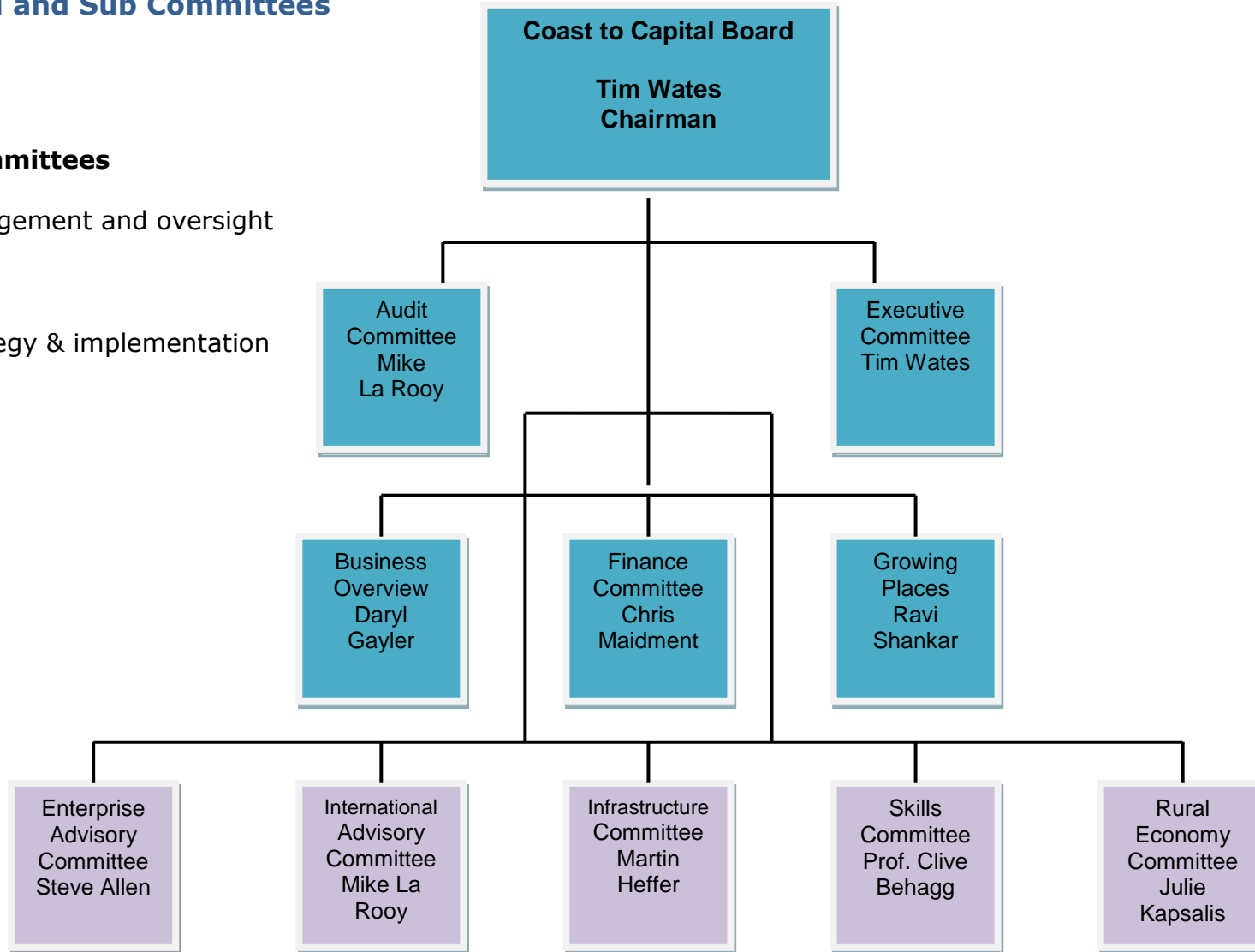
Our Team



Our Board and Sub Committees

Key to committees

-  Management and oversight
-  Strategy & implementation

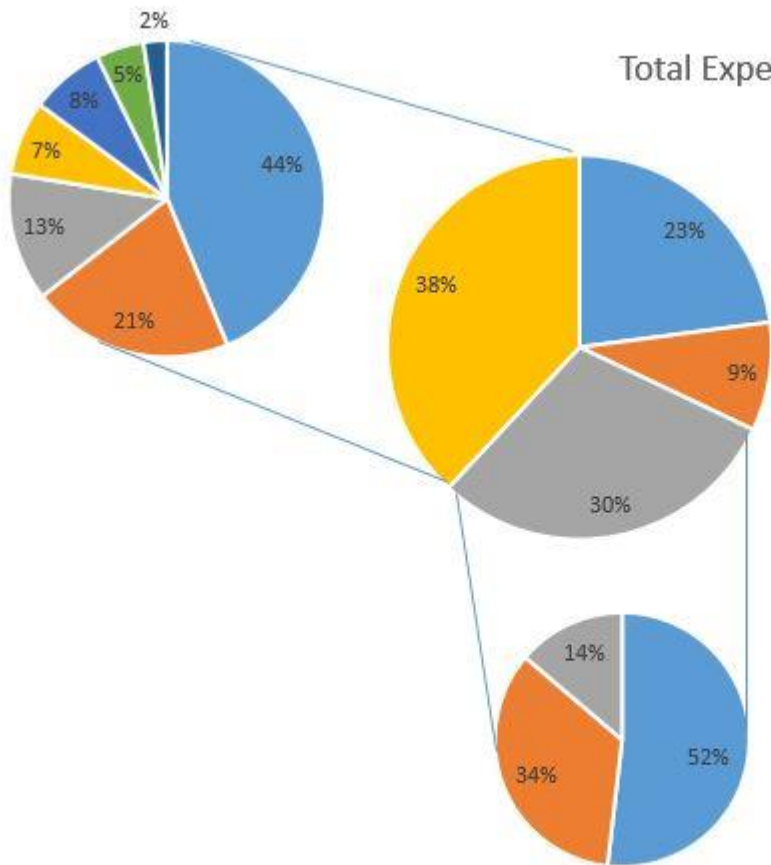


Our Draft Budget 2016/17

Expenditure DRAFT	Budget 2016/17
Strategic Leadership, Board & Administration	£459,695.00
Business Engagement and Communications	£183,154.00
Delivering Projects	
Growth Deal	£310,900.00
Growing Places Fund	£82,620.00
Europe	£206,160.00
Total Projects	£599,680.00
Services & Committees	
Growth Development	£100,000.00
Research	£37,24.000
Enterprise	£57,945.00
International	£57,945.00
Skills	£157,652.00
Rural	£18.200.00
Growth Hub	£333,910.00
Total Services & Committees	£762,892.00
Total	£2,005,421.00

Income DRAFT	Budget 2016/17
Funding Arrangement Fees/ Loan Interest	£613,500.00
West Sussex County Council	£110,000.00
Brighton & Hove City Council	£50,000.00
London Borough Of Croydon	£50,000.00
Surrey County Council	£50,000.00
Lewes District Council	£12,000.00
BIS/DCLG - Core Funding	£500,000.00
Transport Business Cases	£50,000.00
Districts & Boroughs	£50,000.00
Growth Hub Funding	£363,910.00
Skills Enterprise	£54,166.00
European Technical Assistance - ESF	£48,971.00
European Technical Assistance - ERDF	£52,874.00
Total	£2,005,421.00

- Growth Hub
- Skills
- Growth Development Enterprise
- International
- Research
- Rural



Total Expenditure

- Strategic Leadership, Board & Administration
- Business Engagement and Communications
- Total Projects
- Total Services & Committees

- Growth Deal
- Europe
- Growing Places Fund