



Business Plan



2018 / 2019

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Introduction

Coast to Capital Local Enterprise Partnership provides leadership, investment and business support to grow the regional economy. As an ambitious and professional business-led collaboration between the private, public and education sectors we work in partnership to deliver our objectives and successfully attract investment and support to help our economy grow.

Our area

Coast to Capital is an economically unique, diverse and beautiful region, characterised by thriving rural, urban and coastal towns and cities and the South Downs National Park. Our area includes the London Borough of Croydon, East Surrey, Gatwick Diamond, Brighton & Hove, Lewes and West Sussex.

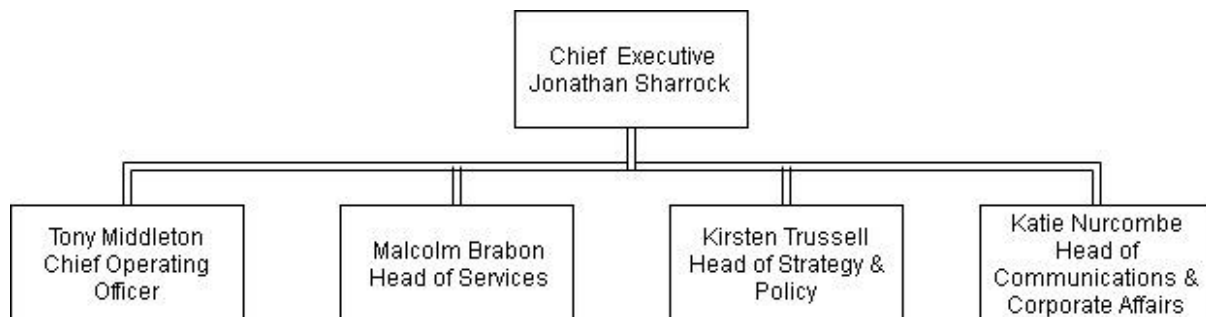
Our vision and mission

Our vision is to aim to create places where people living in the region can achieve their ambitions.

Our mission is to be an innovative, ambitious and professional Local Enterprise Partnership which is a widely known and widely respected partner of choice with the best interests of the region at its heart.

Our team

We have a simple, efficient and transparent organisational structure based on four operational teams; strategy & policy, investment, services and communications & corporate affairs. The organisation is led by Chief Executive Jonathan Sharrock and his strong executive team.

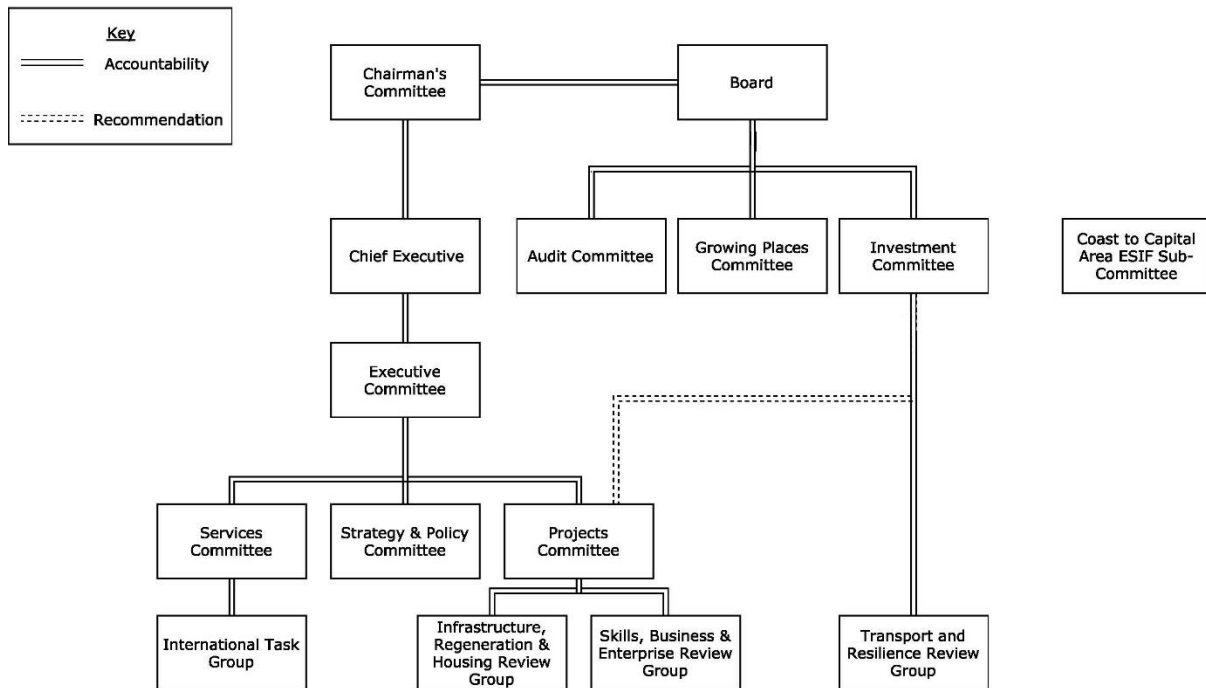


Our governance

Our private sector led board is chaired by Tim Wates, Wates Group Director, an influential local leader and figurehead for our area's economic success. The Board brings together regional business leaders alongside senior politicians and leaders from Universities and Further Education.

We are committed to good governance, transparency and accountability which ensures that our partners, stakeholders and members of the public have confidence in the way we conduct our business. We have strong governance structures in place and recently updated our assurance framework to ensure we meet all Government guidance and expectations in relation to governance. We are committed to operating in a professional and transparent way in everything that we do.

**Coast to Capital Board
Governance Structure**



Our strategy

We will be publishing a new Strategic Economic Plan (SEP) this year which sets out a clear vision for the growth of the Coast to Capital area in the wider context of the South East Region and the UK.

By 2030 our strategic ambition is that the Coast to Capital should once again become one of the driving forces of the UK economy. It will be known for its international gateway status and its pioneering approach to innovation, offering greater opportunities for companies large and small.

Our team priorities and actions

Strategy & Policy Team

Our work under the Strategy and Policy team is central to our role as a strategic influencer which is held in high regard by Government and partners. Our ambition is to continue to provide first-class leadership and be a partner of choice for central government, local and regional partners in the development and delivery of strategy and policy which will result in the economic growth of the region.

Our **Strategy & Policy Team** priorities are to:

- commission and implement a work programme to deliver the goals set out in the SEP
- prepare for the development of a Local Industrial Strategy (LIS)
- deliver our Housing Mandate
- develop and implement the Newhaven Enterprise Zone strategy
- maximise the potential of the European Structural Investment Funds (ESIF) for the region and engage in the national debate regarding the Shared Prosperity Fund.

Action	Date
Commission and oversee work programmes to deliver the SEP through year one delivery plan	Mar 2019
Deliver engagement programme to help determine partnership and investment opportunities	Sep 2018
Engage Government and partners on a plan for negotiating a Local Industrial Strategy and determine level of ambition and project plan for delivery	Mar 2019
Confirm Newhaven as an economic hub through confirmation of long term development goals and implementation of the Newhaven Enterprise Zone strategy	Oct 2019
Successfully deliver the objective/outcomes specified in technical assistance contracts for ESIF	Mar 2019

Investment Team

We make strategic investments on behalf of the Government through our local Growth Deal and the management of our Growing Places Fund. Over the last six years we have successfully attracted more than £300 million of public investment to upgrade our regional infrastructure and to invest in the growth of business in the region. As a result we have also leveraged in an additional £900 million of public and private sector investment in order to deliver jobs, houses, roads, business space and other essential infrastructure to support the growth of our economy. Our ambition is to provide a professional and high quality central Programme Management Function delivering programme monitoring and management services across all of our investment projects and programmes.

Our **Investment Team** priorities are to:

- translate the strategic priorities identified in the SEP and LIS into investment themes, programmes and projects
- provide programme oversight, governance and management of our 86 Local Growth Fund projects
- provide programme reporting in relation to outputs and benefits realisation
- provide risk tracking, intervention and remediation
- oversee and monitor our commercial strategy
- provide capital investment stewardship, profiling, monitoring and accountability

Action	Date
Deliver a project on the ongoing monitoring of high risk projects and management of decision-taking around these	Jul 2018
Meet our commercial target of £469,107	Mar 2019
Delivering the following outputs across the projects listed below:	Mar 2019
Aldingbourne Trust: <ul style="list-style-type: none"> • 2652sqm of commercial floor space constructed • 61 jobs created • 8 new apprentices 	
Advanced Engineering Centre: <ul style="list-style-type: none"> • 10 jobs created • 85 additional STEM students 	
Eastside South: <ul style="list-style-type: none"> • 48 jobs created • 8 enterprises receiving non-financial support 	
Plumpton College: <ul style="list-style-type: none"> • 225sqm of new commercial floor space • 800 additional learners • 100 additional apprentices 	

Preston Barracks: <ul style="list-style-type: none"> • 4465sqm of new commercial floor space • 42 jobs created • 20 businesses supported 	
Shoreham Port: <ul style="list-style-type: none"> • 500sqm of new commercial floor space refurbished • 5 enterprises supported. 	
University of Chichester Digital Technology Park: <ul style="list-style-type: none"> • 5900sqm of new employment space • 250 new student entrants • 200 new student bed accommodation spaces 	
Valley Gardens Phase 1+2: <ul style="list-style-type: none"> • 6.7km of new cycle ways • 158km of new road resurfaced 	
BHCC Royal Pavilion: <ul style="list-style-type: none"> • 30 jobs created • 2652sqm of commercial floor space • 157sqm of new build training/learning floor space 	
Deliver the procurement (in partnership with the Corporate Affairs team) of a single new Accountable Body	Jul 2018

Services Team

We deliver high-quality services to business across the region helping them to grow and thrive, including the Coast to Capital:

- **Growth Hub** which provides businesses with free, relevant and impartial support to help achieve their growth ambitions
- **Enterprise Adviser Network** programme which directly links local senior business people with the senior leadership of a school or college to help develop a robust careers and enterprise strategy
- **Growth Grants** programme which provides grants to stimulate capital investment to improve productivity and innovation in scale up and growth businesses

We also work closely with the Department for International Trade (DIT) to make sure our companies that trade internationally get the best support in addition to encouraging inward investment. Our ambition is to provide a fully coordinated business support service function.

Our **Services Team** priorities are to:

- Effectively deliver funded and part-funded business support programmes
- implement our strategic priorities into business support programmes

- provide budget management, programme reporting and risk tracking
evaluate and monitor the impact of our services
- promote international trade

Action	Date
<p>Meet the Growth Hub delivery targets agreed with the Department for Business, Energy and Industrial Strategy:</p> <ul style="list-style-type: none"> • 225 scale up or growth businesses provided with intensive support (up to 3 hours diagnostic, information, brokers and account management) • 225 diagnostic business reviews completed • 1000 business provided with light touch triage information and brokerage • 500 growth businesses monitored for turnover, jobs and investment each year • 50% of business take up business support and implement at least one measure • 80% of businesses surveyed report that they would not have used or found the business support service without Growth Hub support • 100 referrals made to national providers including DIT and Innovate UK • Impact measures captured from 100 businesses 	Mar 2019
<p>Meet the Enterprise Adviser Network delivery targets:</p> <ul style="list-style-type: none"> • 100 schools recruited • 100 Enterprise Advisers recruited and matched • 100 industry champions recruited • 100 compass tools completed • Schools reporting state that 29.6% of A levels entered are STEM • Schools reporting state that 43.4% of STEM A levels entered are girls • Schools reporting state that 6.4% Key Stage 4 pupils in sustained apprenticeship destinations • 42% of reporting employer establishments had anyone in on work experience • 9% of reporting employer establishments offered work inspiration 	Mar 2019
<p>Deliver Growth Grant programme:</p> <ul style="list-style-type: none"> • Provide £1,124,000 in capital Growth Grants to growth businesses • Lever-in £1,686,000 of matched funding from applicants • Monitor project deliver for spend and impact 	March 2019

Communications and Corporate Affairs

Communications and Corporate affairs underpin all our activities and ensure that everything we do is effectively communicated and carried out to the highest level of professionalism. This team bring together our core business functions of communications, stakeholder engagement, finance, human resources, corporate governance and assurance.

Our **Communications & Corporate Affairs** priorities are to:

- implement and review our strong external communications plan which promotes the work of Coast to Capital
- implement a strong stakeholder engagement plan which supports the delivery of the SEP and Business Plan
- deliver the Brighton Mainline campaign to secure Government funding for the Croydon Area Remodelling Scheme
- ensure that Coast to Capital internal processes, functions and governance are delivered efficiently and are fully compliant with Government requirements
- move to a single Accountable Body arrangement
- ensure that Coast to Capital is an efficient, competent, supportive and professional organisation with excellent internal communications

Action	Date
Implement and review our strong external communications plan creating new marketing material to promote the SEP	Ongoing
Implement a strong stakeholder engagement plan by introducing a new organisational-wide new CRM system	Jun 18
Deliver Brighton Mainline campaign strategy targeting Government commitment to the detailed design of the Croydon Area Remodelling scheme	Oct 19
Promote Brighton Mainline Alliance membership and demonstrate business support by recruiting 100 members	Jun 18
Deliver the procurement (in partnership with the Investment team) of a single Accountable Body	Jul 18
Update Coast to Capital Assurance Framework to reflect new SEP, Accountable Body Arrangements and expected National Assurance Framework update	Jul 18
Hold a successful AGM to launch the SEP which is attended by over 100 stakeholders	Jul 18

Our funding

We have presented the 2018/19 budget along clearer principles so that there is increased transparency to our funders, partners and the public about how we use our funding. Our activities and expenditure fall into four categories which includes core, projects, contracted and discretionary expenditure. We have prepared a balanced budget with a total income of £2.7 million.

Core

Our core expenditure 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 by our Core Grant from Government and contributions from our Local Authority partners.

Project

Our project expenditure includes provision for the costs of administering and scrutinising the Local Growth Fund (LGF), Growing Places Fund (GPF) and the Growth Grant programme.

LGF and Growth Grants are fully capitalised and we receive commercial revenue from our Growing Places Fund.

Contracted

Our contractual expenditure includes provision for delivering services for Government such as the Growth Hub, Enterprise Advisor Network and our European Structural Funds.

We receive grants to fully fund the Growth Hub and part fund the Enterprise Adviser Network (50%) and our European work (around 50%).

Discretionary

Our discretionary expenditure includes provision for delivering our Policy & Strategy work including the SEP.

Activity / Expenditure Graph



Our Budget

Expenditure	£
Core	
Corporate Affairs (Directors, Governance & Accountable Body)	£484,946
Administration	£216,533
Business Engagement & Communications	£154,431
Total Core	£855,910
Project	
LGF	£400,000
LGF - Business Growth Grants	£150,311
Commercial Activities & GPF	£124,490
Total Project	£674,801
Contracted	
Enterprise Advisor Network	£262,748
Growth Hub	£534,000
ESIF	£106,170
Total Contracted	£902,918
Discretionary	
Strategy & Policy	£202,232
Regeneration, Housing & Business Space	£37,995
Total Discretionary	£240,227
Total	£2,673,856

Income	
Central Government Core Funding	£500,000
West Sussex County Council Grant	£110,000
Brighton & Hove City Council Grant	£50,000
Croydon Council Grant	£50,000
Surrey County Council Grant	£50,000
Lewes District Council Grant	£12,000
West Sussex County Council District & Boroughs Grants	£30,000
East Surrey District & Boroughs Grants	£20,000
GPF Income	£469,107
LGF Capitalisation	£400,000
LGF Interest	£100,000
LGF - Growth Grants Capitalisation	£150,311
Growth Hub Funding Grant	£369,000
Growth Hub Legacy Funding Release 1 of 2	£165,000
Growth Hub Commercial Income	£5,000
Enterprise Advisor Network Grant	£143,469
European Structural Investment Fund Technical Assistance Grant	£49,969
	£2,673,856