



2012 Report

Read about our Vision, Goals and Strategies

See how we work with Key Partners

Learn about our Achievements

Find out how we are creating the right
conditions for growth



Our Area

Coast to Capital is a business led, public-private sector Local Enterprise Partnership.

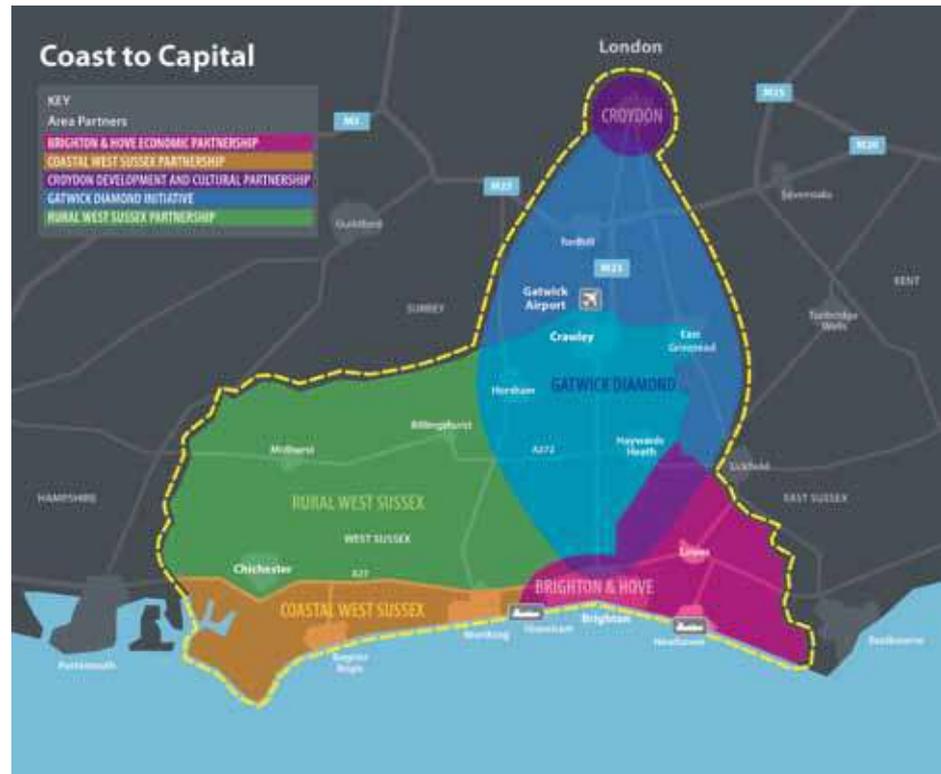
The Coast to Capital area covers Brighton, Hove and Lewes in the south and reaches as far as Croydon in the north. It also includes the Surrey districts of Epsom and Ewell, Reigate and Banstead, Mole Valley and Tandridge as well as the whole of West Sussex.

Our five area partnerships are:

- **Brighton & Hove Economic Partnership** (including Lewes District Council)
- **Croydon Development and Cultural Partnership**
- **Coastal West Sussex Partnership**
- **Rural West Sussex Partnership**
- **Gatwick Diamond** (including the four Surrey districts)

Our area is an economy that generates £32.5 billion Gross Value Added (GVA) per year, exports £9.1 billion and generates £3.6 billion of tourism income.

The area has 79,000 businesses, 113,000 self-employed (10.5% of the area's population) and 721,000 jobs (of which 23% are in the public sector).



The resident population is 1.694m, with a working age population of 1.075m, and an employment rate of 74%.

Our strategy takes into account the distinct characteristics and strengths of each area.



John Peel

The introduction to this 2012 Report gives me the opportunity to look back over the year since government approval was given to form Coast to Capital Local Enterprise Partnership.

In that time, we have moved quickly from forming a diverse board of directors (with a private sector focus) to recently allocating loans to a variety of infrastructure projects through the Growing Places Fund.

Our focus continues to be the creation of 20,000 new jobs, 4,500 new businesses and 4,000 exporting businesses by 2016. Our twin track strategies of Enterprise and Internationalisation remain at the core of Coast to Capital and at a recent Forum meeting, delegates were impressed with the progress made in these two areas.

Despite the rather gloomy economic outlook nationally, the Coast to Capital area continues to show better growth than the national average. In fact the Coast to Capital area grew significantly during the last twelve months, with the inclusion of new partners Lewes and Epsom & Ewell District Councils.

I continue to be impressed with the innovative businesses that are to be found throughout our area and Coast to Capital will support businesses in any way that we can to help them grow and create employment opportunities.

To conclude, I would like to thank my colleagues on the board, Ron Crank, Director of Coast to Capital and his team. Coast to Capital are also indebted to our five Area Partnerships who continue to provide invaluable support and our upper tier local authority partners for their considerable support and funding which allows us to focus on our objectives other than raising funds.

If you have any thoughts around how we can be even more successful, please do not hesitate to contact me.

John Peel OBE, Chairman



Ron Crank

The last year has been both extremely busy and successful. It has been important to build relationships with our founder Area Partnerships and I would like to thank them for their support. I am delighted to say that Lewes, and Epsom & Ewell have also joined us during the course of our first year.

In addition, we have had a large number of tasks to complete and much of our time has been spent developing and preparing bids:

- **Capacity Fund – 2 successful applications**
- **Start-Up Fund – 1 successful application**
- **Growing Places Fund – 1 successful application - £23m**
- **Rural Grant Network – 1 bid**
- **Enterprise Zones – 1 bid**
- **Regional Growth Fund – 2 bids**

We have also been promoting the Regional Growth Fund and the Growth and Innovation Fund to businesses across the area. In connection with the above, we have been scrupulous in maintaining close liaison with the following government departments, Department for Communities and Local Government (DCLG), Department for Transport (DFT) and The Department for Business, Innovation and Skills (BIS). I would like to thank them for their support and encouragement.

I have also personally focused on relationships with businesses and tried to learn about their immediate needs. As a result, we have met with the banks and with representatives of the various business organisations. We have met with the area's MPs and our aim going forward is to spend even more time engaging with businesses of all sizes.

We believe that we have established in a relatively short time a strong brand with high awareness and we will work harder to communicate on a more regular basis with all our stakeholders.

Looking forward, we are about to launch some research covering our whole area and we are looking to make the transition to a standalone company.

None of the above could have been achieved without the hard work and vision of the Coast to Capital Board and team.

A handwritten signature in blue ink, appearing to read 'Ron Crank', written over a light blue background.

Ron Crank, Director

30th June 2011
C2C Board Meeting 3

27th July 2011
C2C Board Meeting 4



Our Vision

The role of Local Enterprise Partnerships is to re-balance the economy and to promote private sector employment growth.

Our vision is to create an outward facing, high performing international business economy, with a reputation for being an even better place to do business. Our economy will be one where:

- **A high proportion of businesses are internationalised**
- **There is a strong, competitive dynamic with high rates of business formation**
- **There are high levels of innovation and business growth**
- **There is a highly skilled workforce with high levels of economic activity**
- **Young people are able to learn and follow highly rewarding careers, without having to move away**
- **Private sector employment growth is strong and public sector employment forms one fifth, or less, of all jobs**

Our Goal

To create net private sector employment growth of 100,000 jobs over the 25 years to 2035.

Our strategic objectives

To achieve our vision and goal, we have agreed two strategic objectives:

1. To increase levels of enterprise and entrepreneurship
2. To increase levels of business internationalisation

These strategic objectives will, we believe, achieve our goal because:

- They are specific to our area and build on existing competitive advantages
- They are likely to have the most impact on business and employment growth
- They can be implemented both locally and nationally and will change the trajectory of the economy

There is more detail in the sections on Enterprise and Internationalisation.

Creating the Right Conditions for Growth

Place: Fostering the best possible physical & fiscal conditions:

- Infrastructure – addressing common challenges
- Availability of finance for growth
- Planning, Investment and Development
- Availability/Access to suitable land
- Higher and Further Education
- Skills and People issues
- Transport issues
- Digital Connectivity

3rd September 2011
C2C Forum 1

28th September 2011
C2C Board Meeting 5

19th October 2011
C2C Board Meeting 6



31st October 2011
Lewes District joins Coast
to Capital!

Enterprise

The first of Coast to Capital's two key strategic aims is to increase enterprise and entrepreneurship.

We are concerned with the medium and long term strategies that will contribute to the entrepreneurial health of our area and an economy which has:

- Rates of new business formation and survival
 - Rates of private sector business growth
- *both above South East and National averages*

In pursuit of these aims our strategy is to:

- Create and maintain the right conditions for enterprise and high growth entrepreneurship to flourish
- Make Coast to Capital an attractive business location for start up and growth businesses
- Tackle areas of low enterprise performance
- Ensure all young people emerging from each phase of education are equipped with enterprise and entrepreneurship skills
- Add extra momentum to our economy by supporting those sectors and businesses which are capable of growing most quickly
- Address critical infrastructure issues that hold back entrepreneurship (see Place and Infrastructure)

Achievements to Date

- Engaged universities, colleges and schools in discussion about improving the consistency and impact of enterprise education
- Agreed development of an enterprise education framework to apply to all young people in all phases of education
- Agreed, in principle, to implement the Framework on FE and HE during academic year 2012/13
- Developed a new approach to low enterprise performance in certain target localities with a pilot project in Coastal West Sussex
- Started a new approach to support innovation and high growth enterprise based on target high growth potential sectors and a "growth spine" (A23/M23 corridor) from Brighton, through Gatwick Diamond to Croydon

11th November 2011

C2C signs MOU with UK Trade & Industry



15th December 2011

C2C Event: 'Delivering economic growth through place'



18th January 2012
C2C Board Meeting 7

31st January 2012 John Peel meets HRH Prince of Wales at St James's Palace with other LEP Chairmen

International

In order to achieve our objectives, we need to:

1. Ensure we have the business environment and infrastructure to be a credible location for high achieving internationalised businesses
2. Build the global reputation of our area as a great place for international business
3. Increase the numbers of businesses which are involved in internationalisation

A successful, growing economy with high rates of private sector employment creation must be outward facing and connected to the global economy. We have adopted a wide definition of business internationalisation:

In a world connected by the Internet, and with new forms of e-commerce, trade across national borders is becoming easier and new forms of international trading are opening up. Coast to Capital wants to support:

- The export of goods and services
 - E-commerce across national borders
 - Networking with businesses and other organisations outside the UK to explore ideas and innovation
 - Collaboration with non-UK organisations
 - The exploitation of intellectual property world-wide
 - Boosting international visitors, business tourism and the visitor economy
 - Place marketing and foreign direct inward investment
-

Achievements to Date

- Adopted an approach which differentiates between those businesses which are currently involved in international trade (ACTIVES) and those with aspirations to trade internationally (PROSPECTS)
- Completed research into:
 - The numbers, sector sizes and characteristics of the ACTIVES and PROSPECTS
 - The priority sectors for Foreign Direct Investment
 - The size and nature of the international business visitor economy
- Held an event to explore collaborative approaches to double the numbers of businesses which trade internationally.
- Agreed a Memorandum of Understanding with UKTI to generate inquiries from potential overseas investors
- Developed clear statements of the Coast to Capital investor offer in five priority sectors where we have competitive advantage

2nd February 2012

C2C Growing Places Fund allocated
£16,024,526 by Government

8th March 2012

C2C Forum 2

16th March 2012

Epsom and Ewell (Borough) joins
Coast to Capital!

20th March 2012

C2C International Trade
conference

29th March 2012

C2C Growing Places Fund allocated
an extra £7,674,599 by Government

Place and Infrastructure

In order for enterprise and business internationalisation to thrive, we need the right business environment and the right infrastructure. There are four key areas where consultation with business has told us we need to focus our attention:

- Digital connectivity (Broadband)
- Business and employment locations and planning
- Supporting infrastructure and transport
- Business and investment finance

Growing Places Fund

Coast to Capital was allocated a total of £23,990,825 from the Government's Growing Places fund during the year.

We announced the first successful projects to be awarded significant loans from the Growing Places Investment Fund.

Following an extensive evaluation process, the Coast to Capital Board have allocated over £14 million towards five projects which have a total value in excess of £173m and will potentially provide over 2000 jobs. These projects are in:

- Bognor Regis
- Brighton
- Caterham
- Lewes
- Croydon

Further due diligence work is underway and we hope to be allocating the remaining £9m during 2012.

Achievements to Date

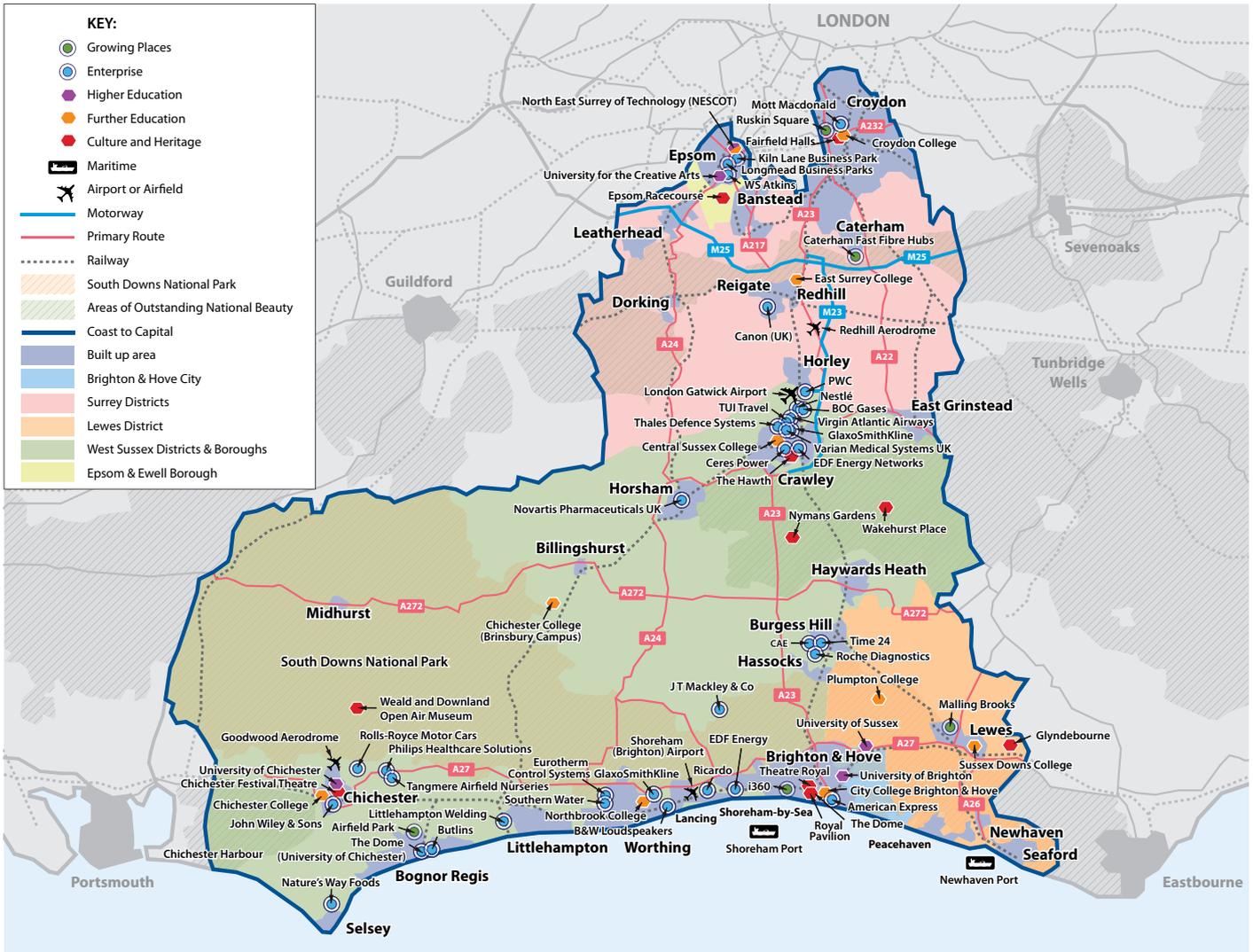
- Promoted the implementation of new broadband infrastructure, working closely with Broadband Delivery UK (BDUK), the key local authorities and potential suppliers. Ensured that businesses are aware of the need to register their need for faster broadband and that the needs of home-based businesses, particularly in rural areas, are not neglected
- Implemented the £23 million Growing Places Fund, publishing criteria for investment and implementing a transparent process that has resulted in five projects being allocated a total of £14m to date
- Identified 82 strategic sites across the Coast to Capital area together with the barriers that they face
- Developed new proposals for a Coast to Capital Evergreen Investment Fund which would sit alongside the Growing Places Fund.
- Contributed to DFT consultation on developing transport projects

25th April 2012
C2C Board Meeting 8

30th April 2012
C2C awards £14.4 million from Growing Places Fund to five projects



Assets map





Coast to Capital Role

LEADERSHIP

- Set direction, goals and strategy
- Identify gaps and ways to fill them
- Seek new opportunities
- Challenge existing approaches and partners
- Champion our area, our businesses and our partners
- Communicate – with those who make decisions, with our business community, with public bodies and the wider community

BRINGING TOGETHER

- Foster collaboration
- Bring new partners to the area
- Coordinate where necessary so that best use is made of existing resources
- Create common purpose
- Unify objectives and priorities across partners and areas
- Bring the power of business to address long standing problems

MAKING THINGS HAPPEN

- Make catalytic investments
- Create frameworks for more consistent and directed action by partners
- Pilot new approaches and initiatives
- Win funding for our goals and those of our partners
- Back and support key initiatives by our partners
- Encourage market making
- Pilot new approaches and strategic initiatives

Our Key Partners

There are four main groupings of partners with whom we will to continue to work:

Area Partnerships

The backbone of Coast to Capital, it is our intention that the Area Partnerships should be involved in every aspect of Coast to Capital work. They should expect to be consulted, for their views to be respected and to be told of Coast to Capital intentions and plans. Where there is a divergence of views they should expect an explanation of the reasons and for differing approaches to be accommodated where possible.

Business Organisations

Coast to Capital needs to be closely engaged with businesses and to be in touch with current business issues. The business representative organisations are therefore critical to the development and delivery of appropriate strategies and initiatives.

The membership organisations – Chambers of Commerce, Federation of Small Businesses, Institute of Directors, and Confederation of British Industry - are all key partners in helping Coast to Capital to understand business issues, but also in enabling us to be able to communicate with businesses. They are also important in delivering support services to businesses which will contribute to economic growth within the Coast to Capital area.

Local Authorities

The four upper tier and unitary authorities are the main partners for Coast to Capital. They are all represented on the Coast to Capital Board. The twelve district and borough Councils are represented through the Area Partnerships and the Coast to Capital Forum.

The local authorities are essential partners through their responsibilities for:

- Economic development and regeneration
- Transport planning
- Planning and spatial development

Over time we intend that Coast to Capital strategic objectives should be reflected in the strategies and plans of local authorities, and that Coast to Capital will be able to support their economic aims. There is no room or resource for duplication of roles or conflicting aims.

Higher and Further Education

Higher, Further Education and Schools have a critical role to play in all aspects of Coast to Capital objectives:

Coast to Capital will ensure that universities and colleges are drawn more tightly into supporting and driving economic and business growth.



Driving economic growth together

Keep up to date...

So much has been happening and we have many plans for the future. It is essential that you keep up to date...

- Visit www.coast2capital.org.uk
- Join our LinkedIn group
- Follow us on Twitter
- Like our pages on Facebook
- email us at contact@coast2capital.org.uk

