



**The best place
in the UK to live,
grow and succeed?
Together we are
making it happen.**

Contents

	Chair's Review	01
1	Our organisation	02
	Our area	03
2	Our Strategy	04
	Funding Focus: European Structural and Investments Funds	06
	Highlight: South2East Local Energy Strategy	07
	Highlight: Skills 360 Board Launched	09
3	Our Investments	10
	Funding Focus: Our Investments	11
	Highlight: Our Investment Projects	12
4	Our Services	14
	A Business Support Success Story: Chichester Biltong Company	15
	Highlight: Escalator Programme	16
5	Our Organisation	17
	The Coast to Capital Board	18
	A view from the Board	19

Chair's Review



This year saw the royal openings of the University of Chichester Engineering and Digital Technology Park and the restored barns and new galleries at the Charleston Trust. Excellent progress is being made across our 45 live projects including the £14.64 million Crawley Growth Programme, the Brighton Corn Exchange and Fairfield Halls in Croydon to name a few. Effective delivery of our projects, through challenge, objective assessment of performance and management of risk, continues to be of crucial importance.

“It has been an important and successful year for Coast to Capital Local Enterprise Partnership (LEP) and I am delighted to introduce this report and reflect on our achievements.”

Since its publication in July 2018 we have been driving forward work to deliver **Gatwick 360**, our new Strategic Economic Plan, and starting to produce the area's first **Local Industrial Strategy**.

I am particularly proud of the significant work undertaken over the past year to strengthen our evidence base for the Local Industrial Strategy through research and extensive engagement with our partners. Our strength comes from the **leadership and influence** we bring by connecting Government, business and local partners, including our local authorities and education providers. Through this we can identify and build partnerships around investments that, with government support, will deliver an exceptional economic dividend for Coast to Capital and the UK economy.

We continue to deliver on our portfolio of major infrastructure improvements through our **Local Growth Fund** and projects supported by our **Growing Places** revolving loan fund.

Supporting business is a key priority and our in-house **Growth Hub** continues to provide free support focusing on established growth businesses, helping them access the business support they need to unlock their growth. We were delighted to have been chosen as one of two LEPs to pilot a **Banker In Residence** as recommended in the Alison Rose Review of Female Entrepreneurship. This will ensure that the Coast to Capital Growth Hub engagement with, and support of, women business leaders is equitable and that programmes such as the Coast to Capital **Growth Grant Programme** are accessed by more women-led businesses. Our innovative Coast to Capital **Escalator Programme** has been hugely successful in supporting scale up businesses to achieve their potential through facilitated peer to peer learning.

Our partnership is in a very strong place. We hold ourselves to the highest standards in all that we do and our updated **Assurance**

Framework makes sure we continue to operate in a professional, transparent and accountable way. I am proud to lead the Coast to Capital Board which boasts influential representatives from the public, private and education sector that have both specialist knowledge and passion for the Coast to Capital area. We are committed to promoting **diversity** and bringing skills and experience on to the Board and I am looking forward to building on the excellent progress we have made in this regard.

We have achieved so much but there is still more to do as we look to negotiate our Local Industrial Strategy with Government by March 2020. Over the upcoming year I look forward to working with the Board, Chief Executive Jonathan Sharrock, his strong executive team and partners across the area to deliver our ambitious vision.

Tim Wates
Coast to Capital Chair

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.






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.

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

We have a formal strategic relationship with the London LEP in relation to Croydon as it is fundamental to the economic success of the growth corridor from Gatwick airport to London. We also have a formal relationship with the South East LEP in relation to Lewes as it is a vital part of the economy of Greater Brighton.



-  Coast to Capital LEP
-  Strategic relationship with London LEP
-  Strategic relationship with South East LEP

Our strategy

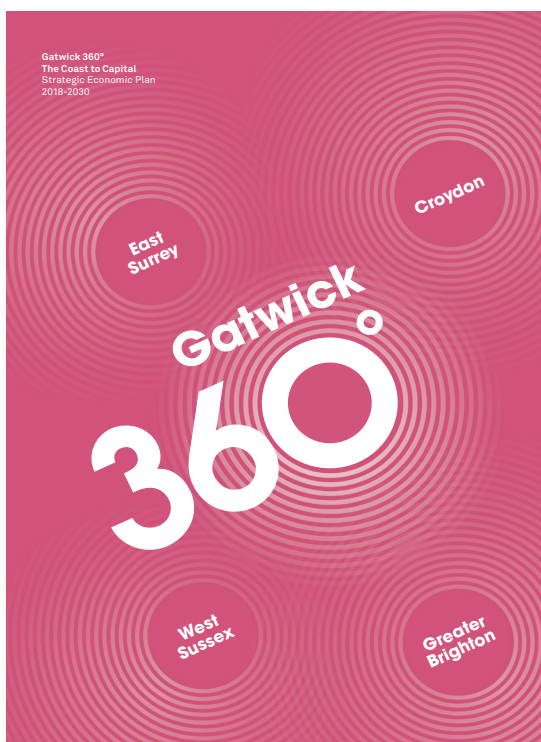
We published our ambitious new Strategic Economic Plan (SEP), **Gatwick 360**, in July 2018 which is available to download on our website.

The vision in our strategy by 2030 is for our towns and cities to be known around the world as fantastic places to live, to grow and to succeed. We will become the most dynamic non-city region in England, centred around a highly successful Gatwick airport.

We identified eight economic priorities which will allow us to achieve our vision, including specific actions on urban centres, business infrastructure, sustainable growth, skills, innovation, digital networks, transport and identity.

Coast to Capital is in Wave 3 of the development of **Local Industrial Strategies** which began in December 2018. Through extensive local consultation with businesses, public partners and civil society, we will build on the unique local strengths identified in Gatwick 360 to ensure our area reaches its economic potential through increased productivity.

Ultimately, our Local Industrial Strategy will allow for better coordination of local economic policy and national funding streams and establish new ways of working between national and local government, and the public and private sectors.



Our eight economic priorities are to:



Deliver prosperous urban centres



Develop business infrastructure and support



Invest in sustainable growth



Create skills for the future



Pioneer innovation in core strengths



Promote better transport and mobility



Improve digital network capability



Build a strong national and international identity

Our strategy

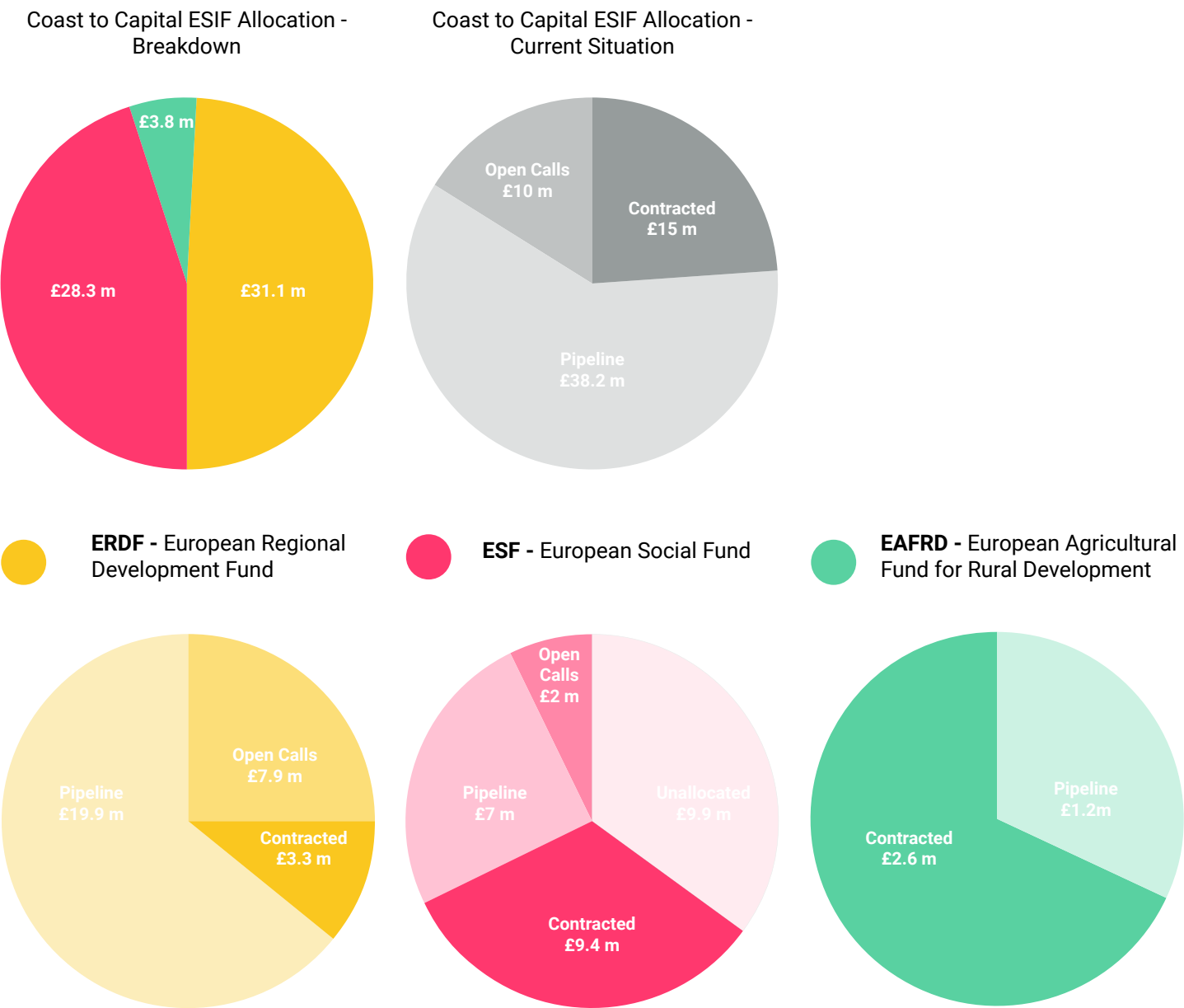
Our work under the **Strategy and Policy team** is central to our role as a strategic influencer which is held in high regard by Government and partners. Our ambition is to continue to provide first-class leadership and be a partner of choice for central government, and local and regional partners in the development and delivery of strategy and policy, which will result in the economic growth of the region. We recognise the importance of working across the wider sub-national area to achieve shared strategic outcomes with other LEPs.

In 2018/19 we:

- Launched our new Strategic Economic Plan Gatwick 360 which sets out our ambitious priorities for growth.
- Commissioned and implemented a work programme to deliver Gatwick 360 and prepare for the Local Industrial Strategy negotiations with government.
- Worked with partner LEPs to launch a local Energy Strategy, which sets out recommendations on how we can achieve clean growth in line with government policy.
- Supported Transport for the South East, the shadow sub-national transport body that represents the strategic transport needs of the South East.
- Contracted £15 million in European Structural and Investments Funds (ESIF) funding to deliver 33 ESIF projects in the Coast to Capital area.
- Successfully identified and coordinated business professionals to work with 116 schools and colleges across the area through the work of the Enterprise Adviser Network.
- Worked with our partners in Lewes District Council to drive forward the Newhaven Enterprise Zone, including launching a strategy for growth which will now be delivered by the South East Local Enterprise Partnership.
- Initiated the Southern Local Enterprise Partnerships group to demonstrate leadership across the wider South East area.

Funding Focus: European Structural and Investments Funds

There is currently a **£63.2 million allocation** of European Structural and Investments Funds (ESIF) in the Coast to Capital area, from which we have **contracted £15 million** in ESIF funding to **deliver 33 ESIF projects** in the Coast to Capital area.



Highlight: South2East Local Energy Strategy

In March 2019 Coast to Capital, Enterprise M3 and South East Local Enterprise Partnership, in partnership with Siemens, agreed an ambitious energy strategy designed to cut carbon emissions and promote clean growth across the South East.

The South2East Local Energy Strategy, which will help meet statutory climate change targets for 2032 and 2050, sets a shared vision for the region to become a leader for sustainable energy production within the UK, powering innovative, decarbonised and clean economic growth.



Launch event of the South2East Local Energy Strategy, at the Crystal London
Left to right: Chris Seamark - LOCASE, Adam Bryan - South East LEP Managing Director, Tim Wates - Coast to Capital Chair, Katherine Wright - BEIS Deputy Director, Carl Ennis - Siemens, Dave Axam - Enterprise M3 Chair

It lists five priority themes for action including: low carbon heating; renewable energy generation; energy saving and efficiency; smart energy systems and transport.

Five priority themes for action:



Low carbon heating



Renewable Energy Generation



Energy Saving and Efficiency



Smart Energy Systems



Transport

The region has a leading role to play in this national agenda and there is excellent work already taking place across the South East. All partners involved in the development of this strategy are committed to working together to achieve its ambition.

The strategy aims to deliver impact in the short and medium term, and prepare the foundation for meeting long-term targets through:

Creating or securing



75,652

jobs across the area

Securing

£14.755
billion

investment in the region, towards commercially and technically viable projects which deliver healthy returns to stakeholders

Transitioning

47,455



GWh from polluting, high-carbon generation to clean energy sources**

Delivering a reduction of



13,615

kT CO₂e in emissions across electricity, heat and transport*

* Equivalent to removing all five million cars in the South East from the road.

** Equivalent to providing all 3.4 million homes in the tri-LEP region with a low carbon supply of both electricity and heating.

Case Study: Westhampnett Solar Farm

West Sussex County Council has been leading the way among local authorities in the delivery of local energy projects. The 26,000 solar panels at Westhampnett began generating clean electricity in October 2018. The 7.4MW solar farm has been built with large on-site batteries, which means that surplus electricity can be stored and fed into the grid when the site is not generating. This helps to make maximum use of the green energy and means that this solar farm is the first in public ownership to be built without the need for government subsidy (feed-in-tariffs). Westhampnett solar farm generates enough green electricity to power 2,400 households.



Westhampnett Solar Farm

Highlight: Skills 360 Board Launched

As part of our work towards the Strategic Economic Plan priority 4: Creating Skills for the Future, we have set up an employment and skills board for the area, Skills 360 Board.

Launched by Nick Juba, Chief Executive Officer of Greater Brighton Metropolitan College in February 2019 the Skills 360 Board is now led by Frances Rutter, Coast to Capital Board member and Chief Executive and Principal at Nescot College, and is made up of representatives from private and public business, education providers and the community and voluntary sector.

The work of the Skills 360 Board will focus on building the evidence base and business cases which will inform Coast to Capital's development of its Local Industrial Strategy with Government and act as the Skills Advisory Panel for the Coast to Capital area, adhering to the full remit and responsibilities set out by Department for Education for Skills Advisory Panels.



Frances Rutter, Coast to Capital Board member and Chief Executive and Principal at Nescot College

Our Investments

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 seven 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.

In 2018/19 we:

- Provided management of all Growth Deal projects worth £275 million which is funding a range of improvements covering urban regeneration, transport, employment space, environmental resilience, digital connectivity and skills provision.
- Provided project oversight on the project delivery of retained transport schemes worth £27 million.
- Utilised our Growing Place Fund of £23.7 million to provide loan finance and/or equity funding to 10 high growth projects.
- Successfully conducted project reviews and site visits on over 90% of Growth Deal projects.
- Completed 18 audits to assist with risk monitoring protocol and inform the Investments team of project status.
- Reduced risk ratings on a number of projects with higher risk profiles, through effective programme management.

Funding Focus: Our Investments

Over the last seven years we have successfully attracted more than **£300 million of public investment** with **£275 million invested** in a range of Growth Deal projects. A large proportion of outcomes will be realised by 2025, and to date the projects have achieved the following:

> **£300**
million of public investment

85
projects

£275
million of Local Growth Funding



1,363

new and safeguarded jobs



91,974 m²

new or refurbished commercial floor space



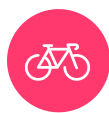
562

residential units



15.9 km

resurfaced roads



4.27 km

new cycleways



565

new apprenticeships



1,390

new students and learners



833

businesses benefiting from non-financial support

Highlight: Our Investment Projects

University of Chichester Engineering and Digital Technology Park

The University of Chichester's new Engineering and Digital Technology Park was officially opened in October 2018 by Their Royal Highnesses The Duke and Duchess of Sussex. We contributed £8 million Local Growth Funding towards the facility which brings together degree courses in Engineering as well as Creative and Digital Technologies to create a new area of academia in STEAM – Science, Technology, Engineering, Arts and Mathematics. The construction has so far received the backing from more than 40 industry organisations, including Rolls-Royce Motor Cars and Sony, as well as small and medium-sized enterprises which have declared a shortage of workers with STEAM skills.



Above: Engineering students at University of Chichester Engineering and Digital Technology Park
Left: University of Chichester Engineering and Digital Technology Park Building, Bognor Regis



5G Testbed Showcase of Acceleration Programme Cohort 1 at Fuse Box Brighton, Wired Sussex

Brighton 5G Testbed

With support from Coast to Capital, and in partnership with the Digital Catapult and the University of Brighton, the UK's latest 5G testbed went live in Brighton. We contributed £1.2 million towards 5G research and a further £494,000 Local Growth Funding to improve business space at the Digital Catapult.

The 5G Brighton testbed will allow Brighton-based small businesses to benefit from state of the art 5G mobile wireless communications, and provide space to test and explore the potential new applications of 5G. As a result of this support Brighton Dome and Brighton Festival have partnered with Digital Catapult to launch one of the first performance, arts and cultural venues equipped with 5G technology anywhere in the UK.



The Restored Barns and New Galleries at the Charleston Trust

Charleston Trust

The Duchess of Cornwall officially opened the restored barns and new galleries at the Charleston Centenary Project in May 2019. We contributed £650,000 Local Growth Fund towards the project to expand the site and refurbish the existing building to allow for an increase in visitor capacity, exhibitions and events. This 570 m² development has enabled Charleston to present exhibitions for the first time and to open all-year-round. The exhibition space is housed in a new building, while the events space and café/restaurant is situated in two 18th-century farm buildings which have been restored.



The official opening of the Aldingbourne Trust Quarry Building.
Left to right: Tony Middleton - Coast to Capital Chief Operating Officer, Frances Russell - Chair of the Trustees of the Aldingbourne Trust, Duke of Richmond, Sue Livett - Aldingbourne Trust Managing Director

Aldingbourne Trust Quarry Building

The Duke of Richmond, Patron of the Aldingbourne Trust, declared the Trust's Quarry Building officially open at a celebration and ceremony at the Aldingbourne Country Centre in July 2019. We contributed £1.96 million Local Growth Funding to the Aldingbourne Trust to help with the construction of the impressive new building which has an indoor slide, café, meeting rooms and shop.

Our Services

We deliver high-quality services to business across the region helping them address barriers to growth, including the Coast to Capital:

- **Growth Hub** which provides businesses with free, relevant and impartial support to help achieve their growth ambitions, including the delivery of diagnostic reviews and delivery of the **Growth Champion Programme** which provides funded specialist support to address barriers to growth.
- **Escalator Programme** which is a six-month pilot, delivered in partnership with MDHUB, a leading peer to peer business growth network, focused on business leaders sharing and identifying practical ways of unlocking barriers to growth.
- **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 foreign direct investment. Our ambition is to provide a fully coordinated business support service function.

In 2018/19 we:

- Launched the Coast to Capital Escalator Programme supporting 34 scaling businesses.
- Developed the Growth Hub Account Manager role to provide more in-depth engagement with businesses, delivering 217 business diagnostic reviews.
- Introduced two new Growth Hub diagnostic tools - GrowthMapper and DNASix digital diagnostic.
- Provided business support services through a team of Account Managers to 800 businesses which resulted in 6,232 referrals with a take-up rate of 52%.
- Integrated the Coast to Capital Growth Grants Programme with the Growth Hub delivering £818,933 of grant funding to 7 growth businesses.
- Provided business support and information in relation to Brexit including video content promoted on social media.
- Supported more businesses to trade internationally, building on our links with DIT and other key partners providing expert support.
- Promoted a £350 million investment opportunity in the UK Government's Investment Portfolio to a host of international investors.
- Worked with DIT to ensure the area successfully landed 29 foreign direct investment projects, which created 2,927 new jobs.

A Business Support Success Story

Chichester Biltong Company

The Chichester Biltong Company is a leading manufacturer and online retailer of Biltong, a 100% British made Beef Biltong snack. Our Account Manager, Grant Baker, worked with Biltong to help set a new direction for the fast growing business.

The challenge:

- Cash flow wasn't available to finance new products due to increasing demand which caused a strain on premises and machinery.
- Online presence wasn't capturing key analytics and customer insights.
- More specialist knowledge was needed to create a new Fruit based product range.



Simon Smith, Founder and Owner of Chichester Biltong Company, at the new manufacturing premises



Chichester Biltong Company Packaging

The impact:

We introduced Biltong to the Sussex Innovation Centre who assisted with developing SEO capabilities, customer segmentation and digital analytics, resulting in the creation of a new and exciting brand.

Then we helped create the opportunity for Biltong to use the unwanted fruit from a local farmer's orchard in the production of a new range. The company then joined the Coast to Capital Escalator Programme giving the directors the opportunity to learn from like-minded and ambitious business leaders.

Following a referral to the programme, Biltong was awarded £135,000 from the Coast to Capital Growth Grant panel. This grant assisted with the purchase of new machinery for the newly purchased manufacturing premises. The company's turnover is set to exceed £3 million by 2020, having doubled in the last two years.

Highlight: Escalator Programme

Businesses in the Coast to Capital area that have the potential and ambition to grow have been taking part in the innovative Coast to Capital Escalator Programme.



"The breadth and depth of knowledge, experience and goodwill that peer-to-peer groups can nurture never fails to impress me – especially in environments like this where everyone is prepared to drop their guards and speak with real honesty in order to be supportive to one another. The potential for growth through support and knowledge sharing with fellow peers like this is always inspiring to be part of."

Rob Day
Facilitator at delivery partner MDHUB



"Running a medium sized business comes with unique challenges, and it's been liberating to be able to share experiences and knowledge with people in a similar position. Every meeting throws up constructive ideas on how we can improve our companies and for me personally, it's already led to some positive changes for my business."

Jack Bedell-Pearce
MD at 4D and programme participant

Our Organisation

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.

Our **Assurance Framework** sets out clearly how Coast to Capital operates. It ensures that Government, our partners, stakeholders and members of the public have confidence in the way that we conduct our business and that we have high quality governance arrangements in place. Governance means the way we operate our organisation, the Board of Directors and the way we make decisions, as well as our scrutiny, audit, transparency, probity and professionalism in the way that we conduct business.

In 2018/19 we:

- Refreshed our brand with a bold new look which reflects the ambitions of the organisation.
- Continued to implement a strong external communications plan promoting the work of Coast to Capital across the region.
- Continued our Brighton Mainline campaign strategy targeting Government commitment to the detailed design of the Croydon Area Remodelling scheme.
- Updated our Assurance Framework to meet new Government requirements in relation to governance.
- Performed well in our Annual Conversation with Government and improved our governance rating to 'good' from 'requires improvement'.
- Moved to a single Accountable Body arrangement with Croydon Council.
- Held a successful AGM to launch Gatwick 360.

The Coast to Capital Board

The Coast to Capital Board brings together regional business leaders alongside senior politicians and leaders from Universities and Further Education. We form a unique partnership which makes us a powerful voice of challenge and advocacy for our area. The Government has confirmed that a third of LEP Boards should be made up of women by 2020 and we are pleased to already exceed this target.



Coast to Capital Board at Gatwick Airport Airfield Tour

Left to right: Tony Newman - Coast to Capital Board Member, Tony Middleton - Coast to Capital Chief Operating Officer, Geoffrey Thornton - BEIS, David Joy - Coast to Capital Board Member, Mike La Rooy - Coast to Capital Board Member, Malcolm Brabon - Coast to Capital Head of Services, Hazel Nicholmann - Coast to Capital Governance Officer, Manju Shahul-Hameed - Croydon Council, Jonathan Sharrock - Coast to Capital Chief Executive, Claire Mason - Coast to Capital Board Member, Frances Rutter - Coast to Capital Board Member, Helen Weedon - Coast to Capital Marketing and Events Officer, Carli Foster - Coast to Capital Head of Finance, and Martin Harris - Coast to Capital Board Member.

A view from the Board



Julie Kapsalis
Coast to Capital Vice Chair and
Diversity Champion

Julie Kapsalis has been a Board Member at Coast to Capital since 2013 and was appointed our Vice Chair in 2019. She has a portfolio of Board roles including the Institute of Economic Development, Gatwick Diamond Business and is Chair of Chichester Chamber of Commerce and Industry. Julie is also Managing Director at Chichester College Group and passionate about supporting business growth with a particular interest in skills and enterprise.

In 2018, Julie was appointed Diversity Champion for the Board. Coast to Capital is an inclusive organisation that values and promotes diversity. We work across a diverse and vibrant region and believe that our impact is enhanced through championing inclusion, social mobility and reflecting the dynamic businesses and communities that we support.

Our newly appointed Vice Chair, Julie Kapsalis tells us more about her role and work on the Board.

“Our region is dynamic and diverse and I believe these strengths help foster growth and innovation and are integral to the delivery of our strategy.”

Why did you get involved in Coast to Capital?

“I spent many years working in economic development and particularly enjoy facilitating opportunities that bring together the public and private sector to enable regeneration and business growth. I had worked as a Director at a Regional Development Agency and was keen to support the Local Enterprise Partnership as it took over the strategic leadership for a number of areas I had previously worked on. I also knew a number of the Board Members and was impressed by the calibre and impact that they were having – so I applied and was delighted to be appointed in 2013.”

What have you enjoyed most during your time as a Board member?

“I particularly enjoy chairing the Business Grants panel. We have invested in some inspiring companies in the region – like Ridgeview, Insulated Tools and The Base. It gives me huge satisfaction to see how these grants make a difference in supporting local businesses to grow and create jobs for the local economy.

I always smile when I go to my local brewery as their growth has been enabled by the LEP – that feels great – and their beer tastes great too. I am also very proud of our new Strategic Economic Plan (Gatwick 360) – I think this sets out the challenges and opportunities for our region over the next ten years and I am excited about our role in being a catalyst for growth.”

Why is diversity so important to deliver Coast to Capital's vision?

“Our region is dynamic and diverse – so I believe that Coast to Capital must reflect and celebrate this diversity – from the make-up of our Board and staff, to our values and the way we engage with businesses, the community and stakeholders. Diversity fosters growth and innovation and is integral to the delivery of our strategy. I was pleased to contribute to the Rose Review of Female Entrepreneurship and am delighted that Coast to Capital is piloting the new Banker In Residence programme. I look forward to supporting our Chair, Board and team as we move forwards with the development of our Local Industrial Strategy.”

