

Coast to
Capital

bold decisions. best in class.

BRILLIANT
FUTURE

Annual Report 2020/21



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CHAIR'S REVIEW



The Coast to Capital region is incredibly vibrant and varied – from the towns of East Surrey and West Sussex to Britain's leading coastal city of Brighton. The area also includes our beautiful South Downs National Park and Gatwick Airport, our commercial heart and gateway to the world. Even though the ongoing COVID-19 pandemic is likely to have a significant impact on the way our economy works in the short term, it is nevertheless very important to reflect on our achievements in 2020/21.

Throughout the course of the pandemic, our Growth Hub has been at the frontline of supporting local businesses. In the spring of last year, we secured additional funding to double the size of our support team who have since dealt with over 2,500 business support enquiries. We made £4 million available to SMEs via the new 'Backing Business Grants' and 'Business Recovery Grant' funds to help mitigate the impact of COVID-19 and support business recovery. I have valued the opportunity

to speak to some of the businesses who benefited and have enjoyed visits to see the investment in action at Roasted Coffee, Hepworth and Firebird.

We also launched the government backed 'Peer Networks' programme, built on the success of our Escalator Programme, which provides business leaders with a forum to discuss and resolve issues on a range of business topics. These initiatives and funding streams were all introduced on top of our core 'business as usual' services which will be even more important to support recovery.

The importance of addressing skills challenges and working across sectors to gain a better understanding of progression and careers opportunities was also highlighted this year. Our new 'Skills Action Plan' sets out the skills strategy to support the recovery and future resilience of the people, businesses and places in the local economy. It has been produced by the Skills 360 Board, the Skills Advisory Panel for the area and is the result of significant research, analysis, engagement and consultation. I am very grateful to Frances Rutter for continuing to chair our skills board alongside a highly engaged group of business leaders.

Our government funded Local Growth Fund (LGF) programme has now committed all its funds towards 96 projects across the region. Over the past six years, we have worked with our partners in local authorities and the private and education sectors to ensure local insight is used to make sustainable investment

decisions. The overarching aim of the programme has been to enable inclusive economic growth with a focus on projects which create space for businesses, sustain our flourishing creative and digital sector and support skills.

In 2020, the Government made £900 million available through the new Getting Building Fund (GBF) for investment in local, shovel-ready infrastructure projects to stimulate jobs and support economic recovery across the country. We were allocated £19.2m from the GBF for a wide-ranging package of projects that will deliver a much-needed boost to the local economy. One of our investments is in the University of Chichester's new School of Nursing and Allied Health. I was privileged to visit the site over the summer ahead of its first cohort of students arriving in September 2021. It is an exceptional facility and will play a key role in strengthening the region's health and social care workforce.

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.

CHAIR'S REVIEW

In 2020/2021, Coast to Capital pledged to go further than just ensuring we are fair and inclusive as an employer, provider of services and funder. This means recognising the impact of privilege, removing barriers and ensuring opportunities are open to all - recognising that everyone has the right to live a life free from discrimination. I have continued to support the Rose Review of female entrepreneurship led by Alison Rose, CEO of NatWest and HM Treasury.

This year we led a trailblazing pilot to gender disaggregate our data on business ownership working with mnAI - a local company using artificial intelligence to unify UK company data. This project has now been rolled out across all of the Southern LEPs and has been cited as best practice in supporting female entrepreneurs. In the year ahead, I am committed to seeking to use the data to support our engagement with business owners from ethnic minority groups.

At our 2020 Annual General Meeting, we launched our plan to support the economy to 'build back stronger, smarter and greener' and have since been delivering a number of ambitions.

To build back stronger, we have supported Crawley with the ongoing delivery of several infrastructure projects including the Gatwick airport railway transformation and phase 3 of the Crawley Growth Programme, improving sustainable transport options around the Manor Royal Business Improvement District.

To build back smarter, we are building

upon the knowledge and innovation community which already exists in Brighton by supporting projects such as Plus X who have launched the BRITE programme in collaboration with the University of Brighton, a one-stop shop to support business leaders wishing to be part of a collaborative community.

To build back greener, we are actively developing an offer of support to major regional opportunities including net zero projects such as 'Hydrogen Sussex', green hydrogen generation and application in transport and other sectors (led by Greater Brighton members) and 'Sussex Bay' marine park, stretching the breadth of the county, restoring kelp beds and promoting the marine economy (led by Adur & Worthing Councils).

Our partnership is in a very strong place. We hold ourselves to the highest standards in all that we do. The Board itself has gone from strength to strength and comprises a very engaged mix of leaders from the public, private and third sectors. This mix is unique and it has been inspiring to see how the combination of leaders of councils, university Vice Chancellors, College Principals and high profile business and community leaders have come together with diverse ideas and passion for our region. Local pride, passionate engagement and real application of skills and experience - all for the public good.

I would like to thank the Board, the team and our partners for all their support during my first year as Chair and as we set out our priorities for the

future.

Julie Kapsalis – Coast to Capital Chair

CHIEF EXECUTIVE STATEMENT

I am extremely proud to lead an organisation where people are so expert, passionate and fully engaged on making our region a place where everybody can achieve their ambitions. I wanted to take this opportunity to reflect on the significant work we have done in the last 12 months.

It is safe to say that it has been an unprecedented and challenging year for Coast to Capital as it has been for every business. The COVID-19 pandemic has caused exceptional hardship for individuals, families and businesses across the UK and the health emergency has been accompanied by unprecedented economic uncertainty and the deepest recession on record.

Over the past year, we have been playing a leading role across our area to strategically determine and support the local economic priorities and to undertake activities to drive economic recovery. We are taking steps to mitigate the impact of COVID-19, as well as moving towards recovery planning for the economy.

COVID-19 and the associated lockdowns have had a profound impact on our regional economy. In comparison with the overall UK economy (which declined by [9.9% in 2020]), our region has performed significantly worse with an estimated contraction approaching [17%] . Before COVID-19, about 10% of our economy came from Gatwick, and around 10% of our workforce commuted to London.

It has been a very difficult time for

businesses and sectors in our area who will still be struggling to keep afloat, despite the support from Government. The aviation sector and the leisure and service industry have been the hardest hit. There is a lack of resilience and reserves in many businesses and recovery of these business sectors will continue to lag behind the rest of the UK as they are so dependent upon the aviation sector. Small businesses and some other firms in our area often got proportionately less support during the first lockdown and are therefore at further risk.

We are aware of significant redundancies that have been announced across the Coast to Capital area including at Gatwick Airport our biggest employer. Unemployment, among the younger workforce, is rising particularly in our towns that have high dependencies on the airport economy and will need continued targeted reskilling opportunities. This will shape our economy and requires Coast to Capital to play an even more important role in supporting and advocating for our region through this difficult period and its sustainable recovery.

We are not the same organisation as we were last year - we have adapted, evolved and stepped up in difficult circumstances to continue our support to businesses as we strive for the economic success of the area. We not only moved to remote working and continued our business-as-usual activity but launched new funds and programmes and expanded our support to business.

The team here at Coast to Capital continue to be fiercely dedicated to delivering our vision to build back stronger, smarter and greener - working with our partners to make a difference to people and places and ensuring that our region is a fantastic place to live, grow and succeed. I am truly grateful for their support and resilience as we ourselves work within a climate of ambiguity and uncertainty, and know that the team will continue with even greater determination

Anthony Middleton – Acting Chief Executive of Coast to Capital

WHAT WE DO DIFFERENTLY

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.

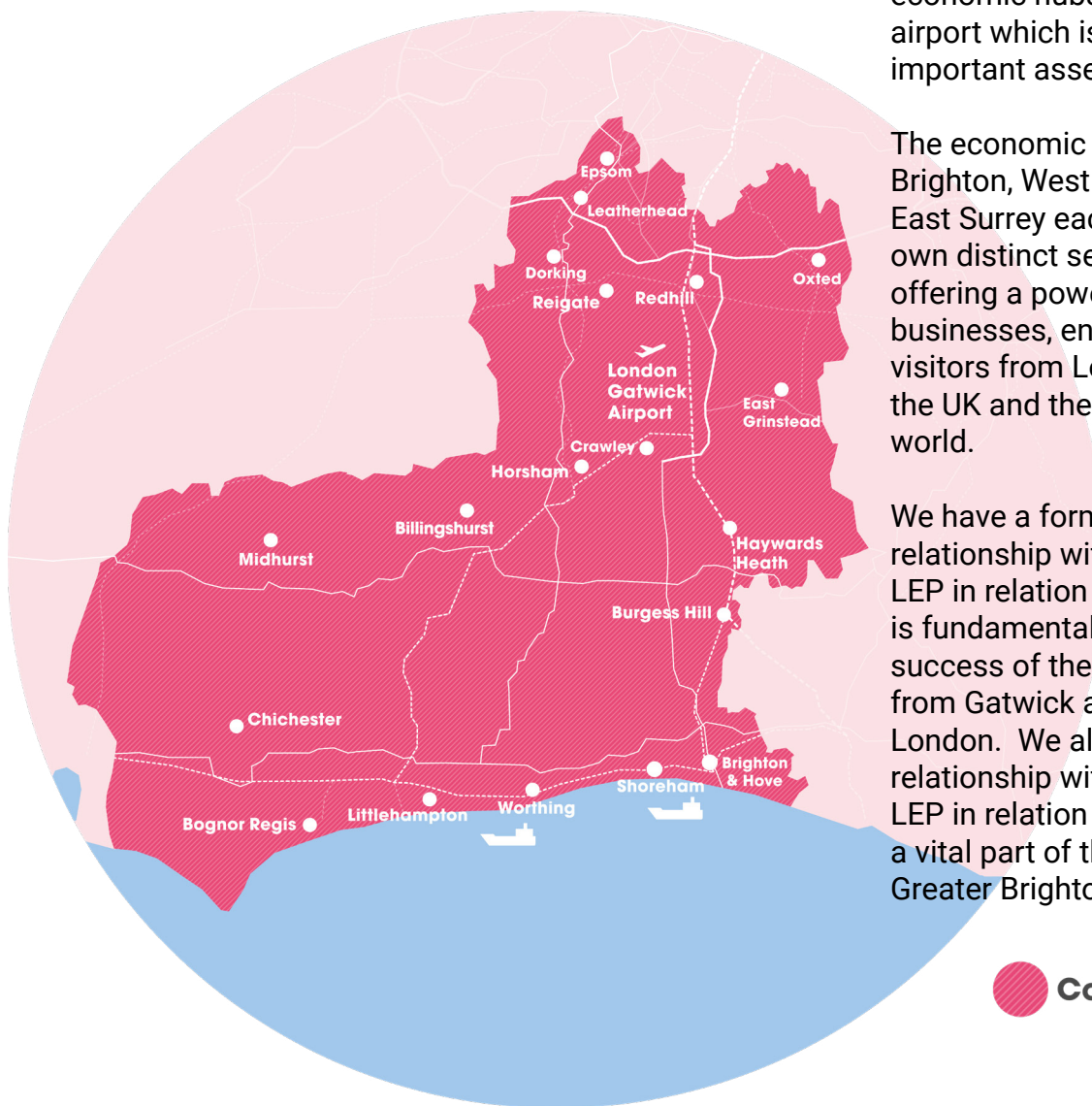


OUR AREA

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**

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, 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 2020/21 we:

- Launched our plan for economic recovery – Smarter, Stronger, Greener
- Published a new COVID-19 Economic Impact Assessment which examines the economic impact on the region which is now an interactive tool and is released on a quarterly basis
- Launched the Careers Hub
- Launched our Skills Strategy & Action Plan
- Supported Transport for the South East, the shadow sub-national transport body that represents the strategic transport needs of the South East.
- Received a 'Delivered' rating for Strategy for Government in our Annual Review
- Launched the Catalyst South group, a strategic alliance of six Local Enterprise Partnerships (Coast to Capital, Enterprise M3, Hertfordshire, South East, Solent and Thames Valley Berkshire) with a focus on championing an economic and business voice, promoting collaboration across boundaries and supporting issues of common importance to business, to stimulate growth and recovery.

We also made significant progress in achieving the **Enterprise Adviser Network (EAN)** programme targets by August 2021:

- 53% of schools achieving Gatsby Benchmark 5 (learner encounters with employers) against a target of 65%. Progress in the benchmark has been affected by the impact of the pandemic and subsequent temporary closure of/ conflicting priorities in schools and colleges.
- 100% of eligible schools achieving Gatsby Benchmark 6 (learner experiences of the workplace) against a target of 100% partially or fully achieving %

HIGHLIGHT: CONSTRUCTION SECTOR SPOTLIGHT

In Summer 2020 we introduced sector champion roles for Skills 360 Board members. In November 2020 our Construction Sector Champions, Liane Richardson and Tim Walder, presented the first of a series of 'sector spotlights' ([presentation here](#)), marking the beginning of the Construction Sector Spotlight project.

The project looks to raise the profile of the sector and of sector specific initiatives which support economic recovery; highlight career opportunities in the sector and ensure that the relevant training is available for young people and adults to meet project demands, including skills for regeneration and net-zero.

As part of the project, we procured a consultant to undertake a research and mapping exercise to build and share a picture of the planned



infrastructure construction programme in the Coast to Capital area over the next 10 years. This will help us to understand the type and quantity of skills needed with a particular focus on opportunities for young people, local people, and people from disadvantaged groups.

Once the research is complete, we will share the findings at an event to bring employers and education providers together to consider the key skills gaps identified and how they can be addressed collaboratively. The report will also support careers activities through the Enterprise Adviser Network and Careers Hub to actively promote careers in Construction to young people, particularly routes into roles that will be in high demand.

HIGHLIGHT: HELLO FUTURE

Over 15,000 secondary school students from 27 schools and colleges across Sussex received career advice from the local business community at the week-long online careers event 'Hello Future', how to navigate their futures.

The initiative was led by Coast to Capital and the Careers and Enterprise Company, in collaboration with Albion in the Community (AIRC), American Express, Brighton & Hove City Council, GetMyFirstJob.co.uk and Laing O'Rourke.

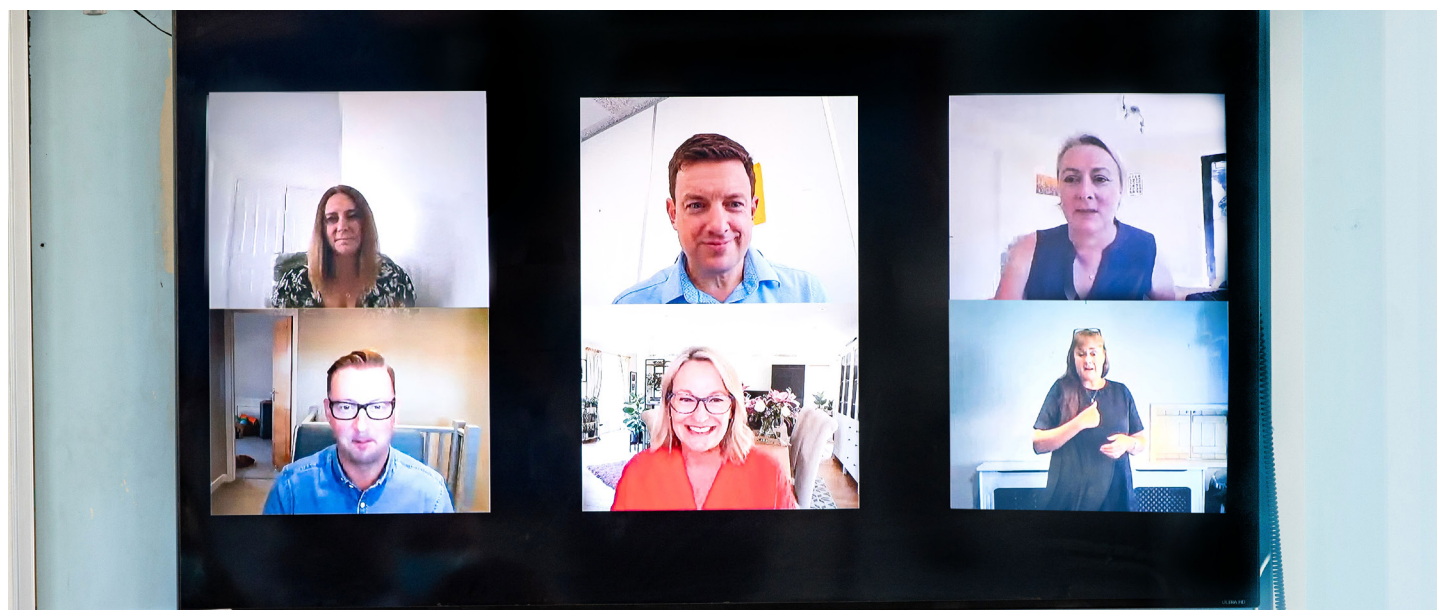
With the Covid-19 pandemic limiting the ways that employers can interact with potential employees, the Hello Future event provided students with direct access to local employers and industry experts through a live online programme of panel events, providing advice and insight on the world of work, the skills needed in different industries and what is required to excel in the workplace. The event also offered a parent

or carer-specific session that provided guidance to those whose young person is about to enter the workplace.

Charlotte Duerden, UK Country Manager at American Express, who participated in the event alongside 20 Amex Senior Leaders and colleagues said:

"It's been fantastic to see how engaged and enthusiastic the students have been during the programme, particularly after the pressures of the past year. We hope that the Hello Future sessions will inspire many young people across Sussex into the next academic year and beyond."

Hello Future event



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 eight 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, homes, roads, business space and other essential infrastructure to support the growth of our economy.

In 2020, the Government made £900 million available through the new Getting Building Fund (GBF) for investment in local, shovel-ready infrastructure projects to stimulate jobs and support economic recovery across the country. We were allocated £19.2m from the GBF for a wide-ranging package of projects that will deliver a much-needed boost to the local economy.

Our ambition for our Investment team 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. A key priority has been to translate the strategic priorities identified in the Strategic Economic Plan and Local Industrial Strategy into investment themes, programmes and projects.

In 2020/2021:

- We made a combined £4 million available to small businesses in response to the COVID-19 pandemic, via our Backing Business and Business Recovery grant schemes
- We allocated £19.2 million Getting Building Funding
- The redevelopment of the Gatwick airport railway station, which received a £10 million Local Growth Fund investment, remained on track despite the COVID-19 pandemic
- A significant new regeneration scheme which will transform Worthing's Portland Road into a vibrant and inclusive space commenced with a Local Growth Fund allocation of £697,000
- A brand new, multi-million-pound STEM facility started welcoming students at Crawley College following a Local Growth Fund investment of £4.9 million



HIGHLIGHT: OUR INVESTMENT PROJECTS

BCMY

An innovative recycling business has been able to open a sustainable new office in Littlehampton and employ dozens of new staff after being supported by our Growing Places Fund.

BCMY Ltd, which is an industry leader in the recycling of printer cartridges, has gone from strength-to-strength since July 2016 when they received the loan, growing turnover from £1.4m - £3.2m whilst employing an additional 14 members of staff.

With support from a £1.45 million Growing Places Fund loan, BCMY was able to move to a larger premise to meet demand for their innovative services in a changing marketplace. The new facility has given the company a better environmental solution for their waste, with zero landfill, zero incineration with 100% recycling and reuse. The loan also helped launch the Zero Waste Recycling service, aimed at businesses who want to lower their impact on the environment, increase their corporate social responsibility, and improve their duty of care over their printer consumable waste.



Machinery at BCMY

Artist impression of University of Chichester Nursing School



University of Chichester Nursing School

Work is complete on a new school of nursing at the University of Chichester which intends to develop hundreds of healthcare workers by 2025.

The state-of-the-art centre, opening to students in September, will be run in collaboration with University Hospitals Sussex NHS Foundation Trust and other health and social care providers in the region.

It will initially launch with a three-year BSc (Hons) in Adult Nursing, and will run alongside physiotherapy and alternative routes including health-related degree apprenticeships. The facility has received £1.2million of Getting Building Funding, as part of its plans to strengthen the region's health and social care workforce.

HIGHLIGHT: OUR INVESTMENT PROJECTS

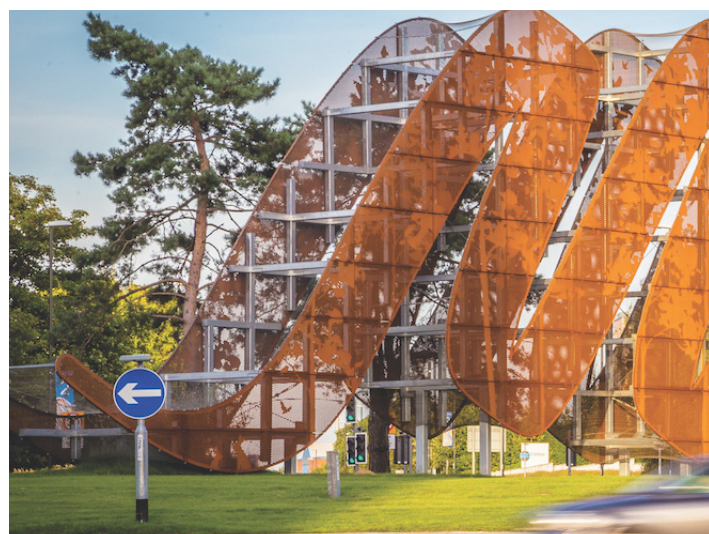
Crawley Growth Programme

£820,000 Local Growth Funding was allocated towards Phase 3 of the Crawley Growth Programme in January 2020, in addition to a previous allocation of £14.6 million, to help progress the project.

The Crawley Growth Programme is transforming the business and living environment in Crawley town centre and Manor Royal, through the delivery of new office space, enabling new homes and new retail investment alongside transport infrastructure.

Phase 3 of the programme is improving transport connectivity by extending a bus lane around Manor Royal Business District, leading to a reduction in bus journey times. Enhancements along the cycling and walking route will also encourage more sustainable transport options.

This will enrich the attractiveness of Manor Royal Business District and significantly reduce the carbon emissions of commuters.



Roundabout at Manor Royal entrance

Gatwick airport station

The next stage of the £150 million Gatwick Airport station transformation (including a £10 million Local Growth Fund contribution) began in May 2020 thanks to innovative ways of working within COVID-19 social distancing safeguards. Enabling works continued as Network Rail stayed on track with the project which will relieve overcrowding, improve accessibility and reduce delays for millions of passengers every year.

The station, which serves passengers using Southern, Thameslink and Gatwick Express, is a vital part of infrastructure for the airport and the economy once people start to travel again.

When the upgraded station opens in 2023, there will be wider platforms and improved step-free access, five new lifts and eight new escalators. Works will double the concourse area, which will make journeys from the train to the plane much easier.



Gatwick airport station works

OUR SERVICES

We deliver high-quality services to business across the region helping them to 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.

Peer Networks Programme - delivered in partnership with MDHUB, a leading peer to peer business growth network, focussed on business leaders sharing and identifying practical ways of unlocking barriers to growth.

We also work closely with the **Department for International Trade** 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 2020/21 we:

- provided business support services through a team of Growth Relationship Managers to 10,967 businesses which resulted in 2,534 referrals with a take-up rate of 30%.
- Provided medium and high intensity support to 1,190 businesses.
- Achieved a satisfaction rate of 89%
- Focussed on providing an inclusive service ensuring that women led business leaders were supported. The Coast to Capital Growth Hub became the first Growth Hub nationally to adopt the mnAI platform to assist with identifying women led businesses in the Coast to Capital area.
- Delivery of the Peer Network programme to 85 businesses with exceptional client satisfaction.
- Integrated Coast to Capital Growth Grants within the Coast to Capital Growth Hub delivering £2,090,000 of grant funding to 60 businesses creating 220 jobs.



CASE STUDY: ROSCOMAC

Roscomac is a family-owned precision engineering company based in Worthing. It makes high quality components for the aerospace, energy, medical and transport and defence industries.

Cash flow is a problem for most businesses and Roscomac was no different. It needed to invest in order

to remain efficient, productive and win new business. Managing Director Joe Martello was looking for a funding boost and some help with marketing to ensure the company stayed ahead of the competition. Joe applied to Coast to Capital for a Growth Grant of £170,000. Which enabled it to make significant investment to improve productivity and quality.

Using the Coast to Capital money as a deposit, Roscomac purchased two new machines. This improved the quality of components and reduced the costs. The additional machines also enabled Roscomac to work around the clock, or what Joe calls “lights out” manufacturing.

Growth advisor Andrew Kerry-Bedell also helped the company develop its marketing platform. Through the Growth Champion Programme, which provides one free day of business consulting, he advised the company on its sales pitch, customer presentations, marketing messaging and its business plan.

While the aerospace part of the business took a hit as a result of the COVID-19 pandemic, the new machines allowed Joe to adapt and successfully increase output providing the NHS with essential equipment.

Roscomac supplies the BD Group, a leading medical technology company, with infusion syringe pumps. The new machines are an integral part of this output.



Machines at Roscomac

“Coast to Capital made the whole process very smooth. They were very supportive and the process was pretty seamless.”

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 2020/21 we:

- Appointed Julie Kapsalis as Chair. Julie previously held the position of Vice Chair for the past year and has been on the Coast to Capital Board for over seven years during which time she served as the Chair of the Investment Committee and Diversity Champion.
- Appointed Karen Dukes as Interim Vice Chair. Karen joined the Coast to Capital Board in 2019 and her finance skills and commercial expertise have helped promote a strong business ethos and commercial culture on the Board.
- Held our first virtual AGM at Plus X Brighton and in partnership with Platf9rm, with over 200 guests taking part in the interactive event from home.
- Participated in UK's first ever Race Equality Week, as it unites in activity with hundreds of other organisations in the first week of February to seriously address race in the workplace.
- Attended the 'Innovate Local - Southern Pioneers' conference to share how the Catalyst South group are piloting the use of a new AI platform which is using transformative data-gathering to identify, approach and engage with female-led businesses across the South.
- Were awarded an 'Exceptional' in Governance following the LEP annual review with Government.

EQUALITY, DIVERSITY AND INCLUSION

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.

Coast to Capital has pledged to go further than just ensuring we are fair and inclusive as an employer, provider of services and funder. This means recognising the impact of privilege, removing barriers and ensuring opportunities are open to all - recognising that everyone has the right to live a life free from discrimination.

As part of this 2020/2021 commitment we have pledged to:

- Produce an Equality, Diversity and Inclusion Strategy to include actions to meet our anti-racist commitment.
- Focus on positive action and support for ethnic minority led businesses through our funds, programmes and services.
- Work collectively to challenge ourselves and our partners and stakeholders to improve diversity and eradicate racism in our organisations.
- Report on progress on these commitments to the Board annually.

EQUALITY, DIVERSITY AND INCLUSION MANAGEMENT PLAN

The Coast to Capital Senior Management Team is committed to Equality, Diversity and Inclusion as a priority. The following sets out the progress in 2020/21:

Quarter 1: – April – June

- Ongoing EDI activity continued by new EDI activity paused due to pandemic.
- Finance Expert in Residence activity paused as prioritised to NatWest loan activity.
- Internal Diversity Working Group suspended.

Quarter 2: – July – September

- Internal Diversity Working Group re-established.
- Team training on unconscious bias delivered by Diversity & Ability.
- Chair recruitment exercise and marketing strategy delivered with diversity at its heart.
- Catalyst South joint marketing activity on diverse recruitment to LEP Boards led by Coast to Capital.
- Inclusion Maturity Review undertaken on our approach to review the inclusivity and diversity of our organisation in particular in relation to disability access and support.
- AGM 2020 video published on YouTube with subtitles and video protocols updated to ensure subtitles included in any videos going forward.

Quarter 3: – October - December

- Review of our Equality, Diversity and Inclusion Policy and Diversity statement within the Assurance Framework undertaken.
- Creation of a draft anti-racist pledge for consideration.
- Line Manager training on disability and neurodiversity delivered by Diversity & Ability.
- Finance Expert in Residence activity re-established to support the Growth Hub.
- Equality, Diversity and Inclusion considerations given to the delivery of the Peer Network Programme.
- Equality, Diversity and Inclusion considerations given to the delivery of Recovery Grants.
- Two week trial of the mnAI platform in October to investigate the benefits of data analysis on female owned businesses.
- Licence to mnAI platform secured and Growth Hub starting to utilise data.
- Chair participated in panel discussion on the British Business Bank Report 'Alone, together: Entrepreneurship and Diversity in the UK'.
- Equality, Diversity and Inclusion reports shared with the Board and team.
- Communications Strategy reviewed to include Equality, Diversity and Inclusion considerations (ongoing).
- Stakeholder Strategy reviewed to better reach diverse groups and networks (ongoing).
- Social Media Diversity calendar actions agreed and delivered (ongoing).
- Social Media campaign for Black History Month delivered.
- Work commissioned to analyse the diversity of the Coast to Capital region to establish a benchmark and identify diverse networks and representative organisations.
- Growth Hub training on barriers facing BAME owned businesses planned.
- Communications support commissioned to review our EDI messaging and documentation.

EQUALITY, DIVERSITY AND INCLUSION MANAGEMENT PLAN

Quarter 4 – January - March

- Scope (including budget implications) the work required for the development of an Equality, Diversity and Inclusion Strategy for delivery in the 2021/22 financial year.
- Identify EDI Board member learning and development – both ad hoc and as part of the potential EDI Strategy development.
- Prepare for active Board Director recruitment in 2021/22 to establish a diverse Board.
- Deliver agreed Inclusion Maturity Review recommendations (subject to budget limitations).
- Confirm the required Finance Expert in Residence activity for quarter four to support the Growth Hub.
- Lead work to update and enable LEPs to sign the 'Investing in Women' code.
- Implement and review enhancements to Equality, Diversity and Inclusion considerations in the work of the Services, Strategy & Policy, Investments and Corporate team specified in the EDI Policy.
- Growth Hub to continue to utilise disaggregated business data and identify further data use enhancements.
- Disseminate best practice across Catalyst South and the LEP Network (notably around gender disaggregated data and business support).
- Create and agree the Management Plan for 2021/22.

CASE STUDY: CHAMPIONING A DIVERSE CULTURE

In March 2020, a Diversity Lunch was held at the Coast to Capital Offices with the Board to coincide with International Women's Day to celebrate our diversity achievements and commitments. These include:

- 8 out of 17 Board members are women (exceeding the target set by Government) and we are committed to reaching 50% by 2023.
- An internal Diversity Working Group was established to review and implement activity in relation to equality and diversity.
- We continue to work with our Expert in Residence, as recommended in the Alison

Rose Review of Female Entrepreneurship, which helps us to ensure that engagement with, and support of, women business owners is equitable.



Coast to Capital team at Diversity Lunch

HIGHLIGHT: ACCELERATING GENDER EQUALITY

At Coast to Capital, work is continuing with NatWest to help deliver the recommendations from the Rose Review of Female Entrepreneurship. The LEP has played a lead role in developing the 'Expert in Residence' programme to help more women-led businesses access funding and support. The programme, which has been running for almost two years, has achieved tangible results with 1 in 4 Female Led/Owned applicants being funded on the scheme (25% success rate), compared to 1 in 10 Male Led/Owned applicants (10% success rate).

Coast to Capital has also continued to work extensively on its Equality, Diversity and Inclusion strategy to help drive transformational change, using gender-led progress as a template for other protected characteristic groups.

A key achievement is pioneering the use of a new AI platform – mnAI - to identify, approach and engage with more women-led businesses.

The platform will unlock new opportunities including:

- obtaining a deeper understanding of the number of women-led businesses across different geographies and sectors
- providing baseline analysis by geography and sector on Growth Hub engagement
- using data to ensure equal business support opportunities are provided
- the ability to work collaboratively with partners

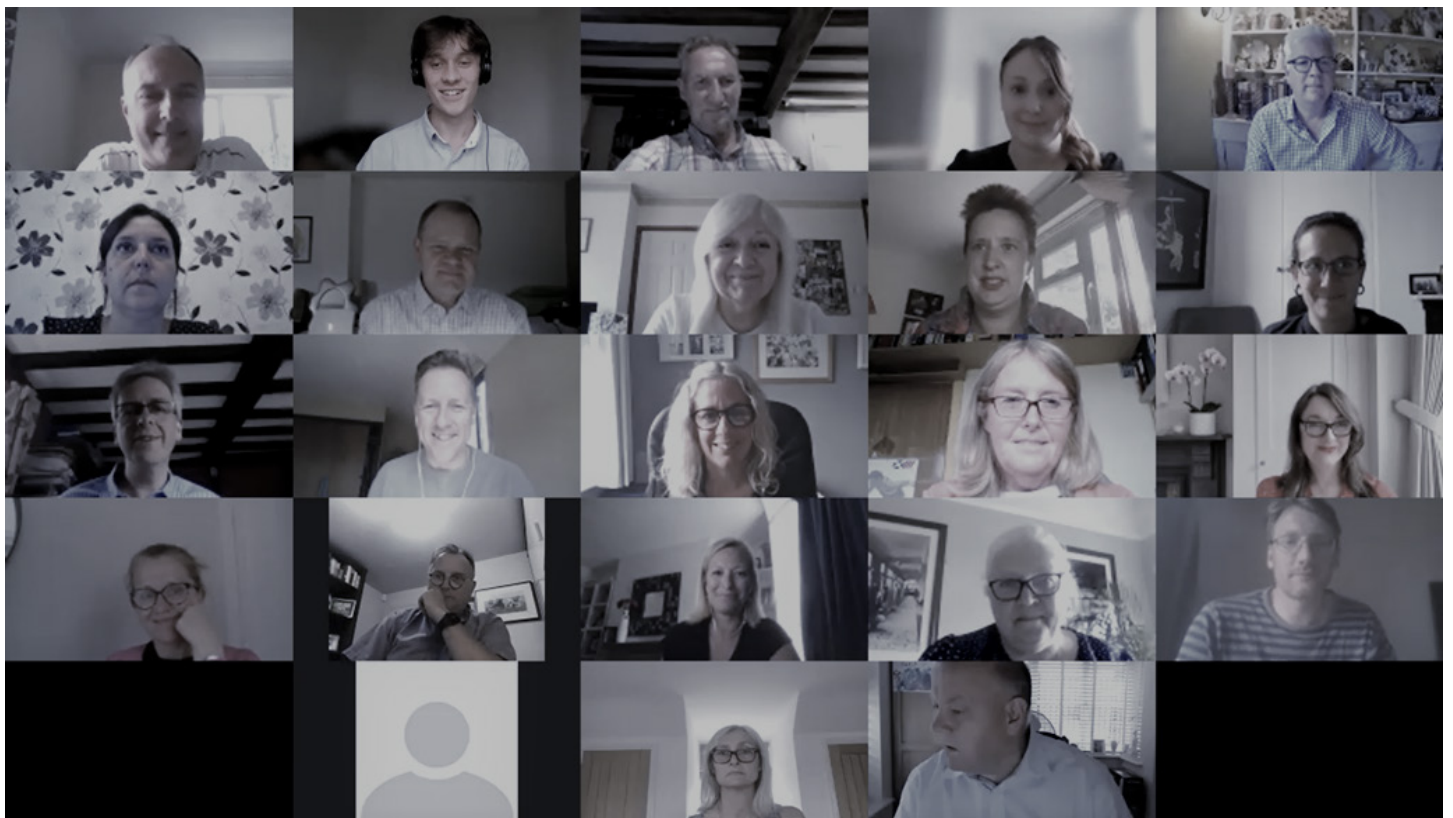
Recognising the value of this ground-breaking partnership with mnAI, Coast to Capital have engaged other LEPs to extend the pilot. The project has now been adopted by Catalyst South, a newly formed alliance of six LEPs (Coast to Capital, Enterprise M3, Hertfordshire, South East, Solent and Thames Valley Berkshire).

This will help ensure a coordinated and strategic approach to equality across the region and additional benefits are being identified from the use of the data which will have far reaching impact on business support and investment work.



THE BOARD

The Board is comprised of an extremely strong group of individuals. We have a dozen business members with a wide range of backgrounds from corporate business to entrepreneurs running successful SMEs and charities, or working in senior positions in Further and Higher Education. They are also joined by some of our most senior local politicians all helping to make sure the decisions we take reflect the best overall interests of the region.



Coast to Capital Board and team at a virtual Board meeting in July 2021

INTERVIEW WITH THE CHAIR: JULIE KAPSALIS

Julie is Managing Director of Chichester College Group with responsibility for a portfolio of commercial businesses including a chain of childcare nurseries, examination board and international education. She is a board member of Gatwick Diamond Business and a trustee of Worthing Theatres and Museum. She is the immediate past Chair of Chichester Chamber of Commerce and Industry and a regional Skills Ambassador for the Institute of Directors. She is passionate about supporting business growth with a particular interest in skills, enterprise and social mobility.

When did you first start working with Coast to Capital?

"Whilst I'm new to the role of Chair I'm not new at Coast to Capital. I've been on the board for over 7 years and for the past year have been Vice Chair. I'm absolutely thrilled to have taken on the role and I'm so proud of our achievements and investments, working with a wide range of stakeholders across the region."

Which achievements are you most proud of?

Projects that stand out for me include investments in the Aldingbourne Trust, Charleston Trust and the Crawley Growth Programme. In addition to our grants for SMEs including PVL, Brighton Gin, Vampire's Wife, Hepworth Brewery and Ridgeview Wines."

How does COVID-19 affect your priorities?

"COVID-19 requires the Board to play an even more important role in supporting our region and its recovery. Collaboration and innovation will be key and I'm committed to working with our partners to address issues and challenges facing our businesses and communities."

What would you like to achieve throughout your tenure?

"I'd like to place an even greater focus on social mobility and a really strong commitment to equality and diversity. It's a huge privilege to be Chair of Coast to Capital and I want



Coast to Capital Chair, Julie Kapsalis

to thank our outgoing Chair Tim Wates for his outstanding leadership. I remain committed to ensuring the sustainable economic recovery of our region and to driving forwards our vision to build back stronger, smarter and greener - working with our partners to make a difference to people and places and ensuring that our region is a fantastic place to live, grow and succeed."

FINANCIAL STATEMENT

Coast to Capital is a company limited by guarantee and our accounts are published on [Companies House](#) and our [website](#).

As required by the Government's National Assurance Framework a financial summary has been provided below:

- The fund managed by Coast to Capital, which is held by our Accountable Body "Brighton and Hove City Council", at the start of the financial year was £81 million with a balance of £61 million at 31 March 2021. This includes money held pending payments for 2020/21. The Local Growth Fund grant paid into the fund was £47 million and the amount paid out as grants in the financial year was £36 million.
- Coast to Capital manages a revolving investment fund of £23.7 million to provide loan finance to businesses. There is a portfolio of seven high growth projects currently under management.
- The Coast to Capital income, as stated in the accounts for the financial year 2020/21 was £6.1 million and comprised grants and income. Costs were £6.1 million and comprised salaries and costs associated with running the organisation including the office and spend with suppliers.

