

**Meeting:** Coast to Capital Board Meeting  
**Date:** Thursday 29 April 2021  
**Report Title:** Business Plan and Budget for 2021/22  
**Report by:** Jonathan Sharrock  
**Item No:** 2a

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## **Recommendation:**

To approve the draft business plan and budget for the year ahead, and to note progress in organisational restructuring in order to deliver this.

## **Consideration**

The Board is invited to agree the company business plan and budget for the year ahead. A presentation will be given at the Board meeting on 29 April.

The documents deliver the strategic approach agreed by the Board in January – ie to evolve the organisation to focus on adding value by promoting projects of national importance within our region, as well as continuing to deliver our funded services to business and our existing investment portfolio. This will allow us to proactively influence the Government’s LEP review.

This strategy has been endorsed by our MPs, at a discussion earlier in the Spring, and by our Local Authority leaders at our discussion with them last month.

### **1. LEP Review**

The Government has now finalised the terms of the LEP review (Annex A). While these will not be published, they confirm Ministers’ desire to work closely with LEPs, to build a model and which maximises the business leadership voice. The focus will be on the form, functions and geographies of LEPs.

The LEP review is expected to conclude in July. Our working assumptions on the business plan, budget and organisational structure may need to be reviewed in the light of this.

### **2. Business Plan**

A draft of the proposed text for next year’s business plan is attached (Annex B). This has been developed with the support of Chair’s committee over the last few months and incorporates their comments.

It confirms an evolution in Coast to Capital's work within the region to deliver our strategic aims, as set out in Gatwick 360, and our response to COVID as set out in Stronger, Smarter, Greener. The priorities are:

- to significantly increase our engagement with businesses across the region, including through the Growth Hub, to ensure that we have an impeccable understanding of the issues that they face.
- to develop and deliver our portfolio of Regional Projects as the major vehicle for channelling new resources into the region and for allocating our unspent capital funds, drawing a national focus onto developments in the region.
- to prioritise the particular skills and labour market challenges in the region, by ensuring that this issue is prominent in all our work particularly the development of regional projects.
- to continue to focus on full delivery of all of our commitments under the LGF, GBF and Growing Places Fund, where we have more than £300m under management.
- to operate our business in line with high quality governance and programme management standards
- to ensure full compliance with our Assurance Framework, operate to the highest professional and deliver value for money in a working environment which reflects our corporate values and ensures full respect and empowerment to staff whatever their background.

We seek the Board's approval to this overall approach, subject to comments on the text or any other issues. The Chief Executive will lead final sign off, composition and publishing of the strategy.

### **3. Budget**

A draft budget for the year ahead is attached (Annex C). This has also been developed with the support of Chair's Committee.

The budget reflects restructuring and reprioritising within the Executive team and a more efficient use of resources in order to deliver business plan goals. It is based on a turnover of £2.9m compared to income of £3.5 last year.

In January, the Board approved a mandate for us to use the reserves to resource the evolution of the company as set out in our business plan. In January, we estimated a call on the reserves as high as £450k. The proposed organisational restructuring delivers cost reduction, a more efficient use of the multiple pots of funding available to us, and the opportunity to raise new revenue sources. The proposed budget would reduce our potential call on the reserves to a minimum, covering only the one-off costs relating to restructuring.

The key issues are:

- The estimated cost of delivering Regional Projects would be £350k. We will

develop a revenue strategy for approval by the Finance Committee which will make this team self-funding, with a target of doing so by the end of 21/22. With the support of the Accountable Body, we will confirm our approach to held income release options for this year, taking account of the resources needed to monitor LGF projects to 2025.

- Further work will be prioritised to increase revenue from the Growing Places Fund in order to diversify our income sources in future years. The GPF has generated a steady income for the organisation over the last 10 years, and we will review our strategy to ensure continued relevance of the fund to the regional economy as capital is returned.
- Pending the outcome of the LEP review, we will be asking for grant support from our local authorities to continue at the same level as last year. As a result of cost cutting and restructuring of the team, we can deliver a business plan reflecting what our regional stakeholders want from us. We have been generously supported by Local Government since our creation but will be doing a fundamental review of the grant ask in future years reflecting the outcome of the LEP review.
- We do expect to use the reserves to cover one-off costs relating to the reorganisation which would include redundancies and professional advice. This is estimated at £30k, although this provision would increase if we had to recruit externally to bring in new skills to the organisation. We will develop scenarios for potential future calls on the reserves. There are two major drivers here. First, the LEP review might create scenarios where further calls on the reserves are needed. Second, if we are not able to deliver a successful revenue strategy to support the Regional Projects team there is the potential for a further call. Either scenario might also drive a further round of restructuring – eg in relation to boundary changes, new functions for the LEP or an increase in demands on the senior team.

Delivery of the budget will be overseen by the new Finance and Resources Committee, which will be chaired by Richard Hopkins. We will also ensure close liaison with the Investment Committee, Growing Places Committee and Audit Committee in relation to their functions. Early development of the budget for 22/23 will start with the conclusions of the LEP review.

#### **4. Executive team**

We have begun consultation with the team on the changes that need to be made to the organisation in order to deliver the business plan and for the organisation to continue to thrive in years ahead. A further update will be given at the meeting, including a new proposed structure.

#### **5. Diversity Statement**

Coast to Capital is committed to diversity and which is reflected in the Business Plan.

## **6. Legal Statement**

There are no legal issues for consideration with this report.

### **Annexes:**

Annex A: LEP Review ToR

Annex B: Draft Coast to Capital Business Plan 2021/22

Annex C: Draft Coast to Capital Budget

**Terms of Reference** – Evolving the form, functions and geographies of Local Enterprise Partnerships to respond to changes in Central Government policy.

## Overview

1. The government set out a commitment at the March 2021 Budget to work with local businesses and Local Enterprise Partnerships (LEPs) on the evolution of LEPs:

“We will also be working with local businesses on the future role of Local Enterprise Partnerships. We want to ensure local businesses have clear representation and support in their area, in order to drive the recovery. We will work with Local Enterprise Partnerships over the coming months, with a view to announcing more detailed plans ahead of summer recess. This will also include consideration of Local Enterprise Partnerships' geographies.”

2. Government has determined its policy to entrust Local Authorities with the responsibility to bid directly for allocations from the Levelling Up Fund, the UK Community Renewal Fund and the Community Ownership Fund and for subsequent delivery.
3. This will be a government-led review into the role of LEPs going forward, supported by engagement with businesses, and in particular a programme of conversations with the LEP Network. We will work with LEPs, local businesses and others between now and the Summer to consider the form, functions and geographies required for evolved LEPs to best support productivity and growth going forward.
4. The performance of LEPs and the LEP network since the Strengthened LEPs Review of 2018 has progressed significantly, formally assessed twice through the Annual Performance Process.
5. The contribution of LEPs during the pandemic, notably in business intelligence, Ministerial Roundtables, skills support leveraging the involvement of FE/HE, through the Growth Hub network, from delivery of Growth Deal 3 programmes and the rapid turnaround of bids for the Getting Building Fund has been acknowledged by Ministers. It is therefore policy change, not LEP performance, that is the key driver of the review.
6. These terms of reference set out the scope of the review, questions to resolve, governance of and planned engagement between government officials and stakeholders.

## Aim

7. To come to a detailed resolution by the Summer, to inform advice to Ministers and the Spending Review, on how to evolve LEPs to best support and represent businesses in places.

## Starting assumptions

8. Local Authorities will have decision-making and delivery responsibilities for local growth capital funding, taking this over from LEPs. This does not necessarily preclude a future role for LEPs in shaping and influencing local growth funding processes pending the outcome of this review.
9. LEPs will retain responsibility and accountability for current Local Growth Fund, Getting Building Fund projects and the funds allocated.

10. Government wants to build on the strategic influencing role LEPs have played, and have a strong role for business leaders driving the local growth agenda in their areas.
11. Government intends to build future institutions by evolving from existing LEPs rather than starting from scratch.
12. Evolved LEPs will be even more business-led whilst continuing to ensure strong engagement with local authorities in their area.

## Questions to consider

### First tranche:

13. **Objectives:** What is the purpose of evolved LEPs and how can they effectively support and represent local businesses? This will include consideration of how institutions could address the long-tail of low productivity, help SMEs to grow and to export and to attract high value inward investment to our regions.
14. **Functions:** What functions will the evolved LEPs need to provide to effectively fulfil the objectives? This will include consideration of how we better align business support services with skills, innovation, net zero, trade and export support in places, recent institutional effectiveness and overseas comparators. It will also look at how best to harness LEPs' strategic influence across these themes and what influence they might have over future investment decisions. It will also look at how to make these functions even more business-led and shaped, and what role business should play in advising Local and National Government.
15. **Form:** What form do the evolved institutions need to take? This will include consideration of what the future accountability and governance framework will need to contain – perhaps within a national framework – that replaces the existing assurance frameworks. It will also consider how these institutions could work alongside MCAs – currently many LEPs are intertwined in MCAs where they exist. It will consider the balance between central and local ownership and constraints on reform given many LEPs have company status. The role of the LEP Network in this new model will also be considered to ensure continuity of the relevant key elements of the MoU between the Network and CLGU.
16. **Departmental ownership:** LEPs are currently managed by the Cities and Local Growth Unit spanning MHCLG and BEIS. Given the change of emphasis brought about by policy change, consideration will be given to which government department should sponsor and support evolved LEPs.
17. **Geography:** At what spatial scale should these institutions operate? This will include consideration of the most effective size and number of institutions, drawing from the existing 38 LEPs and their regional groupings, with potentially more strategic institutions over wider geographies, and without overlaps, taking account of the importance of functional economic areas.

### Second tranche (to address once the first tranche have been considered):

18. **Representation:** How can we make sure that the membership truly represents the full array of business interests, retaining and attracting the best talent? This will include consideration of the composition and breadth of business membership, including SMEs and sectoral diversity. It will look specifically at how we can attract more young, entrepreneurial and diverse business leaders, as well as the important role FE/HE and Social Enterprise play.

19. **Relationship with Local Government:** Both LEPs and Local Government value their current relationships and are keen for these to remain impactful and relevant. With the change of remit and intent to increase business focus, we will need to consider the future relationship with Local Government, including on boards and how accountability will work.
20. **People implications:** The review will ensure that proper and sensitive account is taken of the implications for those employed in LEPs. It will also consider implications for executive teams and how to retain the support from c1500 business leaders currently engaged in LEP Boards and Sub Boards.
21. **Funding:** What level of funding do the evolved LEPs require? This will include consideration of how institutions should be funded going forward. This will also look at how skills and business support funding will flow in future.
22. **Implementation:** How do we best transition from the current model to this future structure? This will include people, legal and operational considerations in implementing this new model, how to deal with in flight capital projects etc.

### **Proposed engagement**

23. Officials will work with Local Enterprise Partnerships, other business representative organisations, Mayoral Combined Authorities and others to hear views on these questions.
24. This will include a series of themed discussions with the LEP Network Board Chairs and Chief Executives between April and June alongside regular informal discussion with the LEP Network and visits to selected LEPs. The LEP Network Chair will lead this series of meetings for the LEP community, supported by the LEP Network Board Chairs and CEOs who will also provide subject matter leads and expertise.

### **Governance**

25. This will be a government-led review into the future role of LEPs.
26. As outlined above, advice to ministers will be informed by a joint project between Government officials and LEPs to consider the questions outlined in this Terms of Reference, as well as engagement with other business organisations.
27. The lead minister for the review will be Minister Scully.

### **Output**

28. Ministers expect to set out their future proposals by the Summer and we then expect a new operating model to be in place, at least in part, by financial year 2022/23.

## **Coast to Capital business plan 2021/22**

### **Introduction**

Our region has endured significant challenges and pressures over the last 12 months, as a result of COVID19 and its profound effect on society and economies across the UK and around the world.

In the context of a UK economy which declined by [9.9% in 2020], our region has performed significantly worse with an estimated contraction approaching [17%]. This relative performance is attributable to our high dependency for jobs and growth on Gatwick airport which has been significantly affected by the crisis.

The Government has set out its plans for the future of the UK economy in its document *Build Back Better*, published in March 2021 and has also announced that it will review the role of LEPs in supporting delivery of this.

This document sets out our plans for leading the economic recovery of our region, as we fulfill our unique role of convening business, education and political leaders from across our area to address the most important strategic issues that we face.

This business plan represents a new approach to leadership for the region. We are focussing our efforts on developing a small number of strategic projects which will reinforce the region's key role in contributing to the Government's wider approach to economic growth.

We do this as a business-led organisation, working closely with some of the biggest firms in our area and with an unparalleled strategic view of the unique challenges that the region faces. We also work increasingly closely with our partners in other parts of the South East in order to develop a compelling pitch for this part of the country within the national debate.

Coast to Capital has been assessed by Government to meet the highest standards of governance and assurance that are asked of us and we are excited to present our ambitious and ground-breaking plan for the year ahead.

### **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.

Coast to Capital is a founding member of the *Catalyst South* coalition of LEPs across the wider South East of England, which advocates for the priority issues facing this region as one of the drivers of the UK economy. *Catalyst South* also leads collaboration with the London LEAP in order to ensure to maximise cooperation on issues of shared interest.

## Our Values

Coast to Capital is committed to good governance, transparency and accountability. We go over and above what is required of us by Government and believe we are a leading LEP in this area.

**Ambitious** - We are a high performing, goal orientated team. We are committed to delivering value for our region, and being a benchmark of quality for LEPs nationally.

**Focused** - We are driven by the desire to make a positive impact. Focused on strong leadership, collaboration and strategic investment to improve the quality and economic performance of the region.

**Champion** - We are a champion for all businesses and communities in the region. Through working closely with the region's economic hubs and local authorities we are able to gain a deep understanding. Then we join the dots to secure investment for our region.

**Diverse** - 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.

**Trusted** - We believe our reputation is forged by what we do, not what we say. Each strategic decision, each investment and every conversation provides an opportunity to build and strengthen trust.

## Our Team

[Overview of the development of the Executive team, the values of the organisation, our aspiration as an employer, and our offer to staff.]

### **Objectives for 21/22:**

- **skills within executive team**

### Our Governance

Our private sector-led Board is chaired by Julie Kapsalis, managing director of the Chichester College Group. Julie has been a member of the LEP Board for six years, and recently served as Vice-Chair. The Board brings together business leaders from across the region, alongside local authority leaders and representatives of the Higher and Further Education sectors.

We are committed to good governance, transparency and accountability to ensure that our partners, stakeholders and members of the public have confidence in the way that we conduct our business. We have strong governance structures in place and have recently updated our assurance framework to ensure continued compliance with the requirements of the national assurance regime for LEPs.

We are committed to operating in a professional and transparent way in everything that we do. New developments in our governance include the creation of a Finance and Resources Committee to provide further scrutiny and support to the Chief Executive in the operation of the business. We also continue to innovate in our partnership with local authorities across the region. During COVID, we have run monthly briefing meetings with Leaders across the region. Remote meetings such as this have helped to deepen our links and understanding with political partners and will be continued and deepened in the future as we make full use of technology to support our work.

Other changes in our assurance reflect the Board's desire to play a leading role in the promotion of diversity and equality in the regional economy. We have adopted new policies on equality, diversity and anti-racism. We will continue to prioritise these in the year ahead, building on our successful work on data disaggregation around gender issues in 2020.

Our Accountable Body supports our governance arrangements. Brighton and Hove City Council were appointed to provide Accountable Body services to the LEP in March 2021, and we look forward to working closely with them in this over the coming years.

### **Objectives for 21/22:**

- **Board development and recruitment,**

- **Leadership at Catalyst South/ National level**
- **Engagement with businesses, MPs, local authorities**

### Our strategy

This business plan represents a pivot away from the work of the LEP in recent years. Previously, our work was geared to the development of a Local Industrial Strategy with Government which we expected to be put in place in 2020.

But changes in the political direction taken by Ministers, and the economic challenges facing the region as a consequence of COVID-19 provide new opportunities for the LEPs. The Government published its vision for the future of the UK economy in March 2021, in its document *Build Back Better* and is conducting a review of the role of LEPs in order to clarify our contribution to this. Meanwhile our strategy in Coast to Capital is based on the following strategic approach:

[Statement here about the depth of the economic crisis that the region faces, and the challenges of climbing back to where we were. Refer to separate strategies of local authorities.]

**Knowledge of region and economy:** our work over the last two years to develop an evidence base for a local industrial strategy has given us an unparalleled understanding of the competitive advantage and structural challenges facing our regional economy. Our understanding of this has been set out in consecutive strategic documents: *Gatwick 360*, our strategic economic plan and *Stronger, Smarter, Greener*, our assessment of the impact of COVID on the regional economy. Our strategic approach in the year ahead is to leverage this knowledge in order to help drive economic recovery in the region.

**Links to business:** Coast to Capital plays a unique role within the region of convening and championing the business voice on the biggest issues facing our regional economy. We have unparalleled contacts and relationships with the biggest businesses in the region, including national and international-leading firms. At the same time, through our Growth Hub we enjoy direct relationships with emerging firms who turn to us for advice. Our strategy in the year ahead is to continue to prioritise these relationships, in order to identify the most significant issues affecting the regional economy and to prioritise action on these.

**Leadership role:** only the LEP brings together business, local political leaders and education leaders in a single vehicle to focus on the most important economic issues facing our region. The scale of the challenge facing our regional economy requires us to focus this knowledge in identifying the opportunities to support growth in the region. We will do this by identifying, convening and helping to advocate and lobby for a series of **regional projects** which will identify the most important issues in our region. We will argue for Government support and funding to

help deliver these – as our region’s contribution to the wider political and economic objectives set out in *Build Back Better*.

### Our business plan

Reflecting this new strategic approach, our business plan has three main priorities:

- **Deepen our relationships with businesses** across the region, in order to understand and help them prepare for the opportunities that they see in coming years.
- **Deliver a portfolio of regional projects** and play a leading role in advocating for them and seeking funding, in order to increase investment into the region. These will include issues where the region has a competitive advantage and an opportunity to show national and international leadership through our work
- **Demonstrate the highest level of governance** and corporate standards as we evolve our business and our operating model in line with the conclusions of the Government’s LEP review. This will include a transition in our funding away from public sector grants.

### *Business relationships*

This year will be a step-change in our engagement with businesses, building on the development of regional projects in order to deepen relationships with large and scaling businesses in the region as well as the wider group of SMEs.

Our region is fortunate to host a large number of international-level businesses, across a wide range of sectors, which anchor economic activity in our area. Supporting these partners, and marshalling wider coalitions to help support their work is an essential part of our role. The region can only grow stronger through the sustainable growth of our major businesses and the development of local supply chains, and the skills that they need. **In the year ahead**, we will deepen our relationships with larger business, help to identify opportunities to help them grow and remain in the region, and identify opportunities for regional projects through which the LEP can support their growth.

Our analysis of the regional economy shows that the Coast to Capital area is home to a diverse range of significant industrial sectors, many with significant potential for future growth. The diversity of these sectors reflects the depth of economic activity in our region: ranging from aviation to agriculture; advanced manufacturing to technology development; food production to tourism. **In the year ahead**, we will

further prioritise our engagement with these key sectors and identify ways to support their sustainable growth in order to promote jobs and wealth within the region.

A further priority for the LEP is the promotion of diversity and opportunity for all within our regional business environment. Diversity is at the heart of our values as an organisation. In order to support economic recovery, a particular priority will need to be given to ensuring that people of all backgrounds are able to access work and make a contribution to regional growth. Coast to Capital is proud to lead this strand, working with partners across the local economy including our partners in the FSB, our network of Chambers of Commerce and local business groups such as the Brighton Economic Partnership, Gatwick Diamond Business, Coastal West Sussex Partnership and Rural West Sussex. **In the year ahead** we will prioritise engagement with this wide range of business representative organisations in the region is fundamental to our shared success.

A consistent theme in the discussions with regional partners is the challenging environment in this region for small businesses to grow and scale. A lack of business space, skills shortages in the local economy and a lack of specialist support networks within the region can make this a tough environment for excellent businesses to scale up to be the exporters and innovators that the region desperately needs. **In the year ahead**, we are delighted to be able to offer a third year of our acclaimed Peer Support network to support this part of the regional economy – targeting up to 100 leaders of growing regional businesses and providing impartial and expert mentoring support to help them grow.

A further structural challenge facing businesses within the region is the challenge of finding the necessary skills within their local labour market, and attracting individuals with specialist skills into the region. The Government has launched significant initiatives in the last year to help address the skills and labour market issues arising from the COVID emergency, culminating in the recent Skills White Paper. **In the year ahead**, Coast to Capital will lead the engagement of business, the education sector, the voluntary sector and local authorities in developing an effective regional approach to skills development. We will do this through the broadening and deepening of our business-led Skills Advisory Panel, funded by the Department for Education. Our priority will be the delivery of our recent skills strategy and skills action plan, including the implementation of sector-specific skills plans.

As part of this work, we will continue to lead work within the region on the quality and availability of careers advice to young people across our region. Using our long-term relationship with the Government's Careers and Enterprise Company, we will further improve our support to schools and colleges, helping young people whose learning has been particularly impacted by COVID to get ready for the labour market. **In the year ahead**, we will continue to deliver our **careers hub** in East Surrey and northern parts of West Sussex, and consider the viability of a further hub to address the skills needs of coastal communities.

Coast to Capital has provided direct support to entrepreneurs and small businesses in our region for 10 years through our Growth Hub service. **In the year ahead**, we will build on the successes of 2019-20 which was our most successful year ever in terms of the volume of support we gave and the depth of support offered to businesses during a difficult time. We are delighted to have increased Government support in the year ahead, and will continue to develop and tailor our offer to support the small business community across the region.

All of this work is based on Coast to Capital's significant invested effort and work in building a comprehensive picture of the regional economy over recent years. This information set is hugely valuable, and underpins all of our work and analysis. **In the year ahead** we will maintain this knowledge to ensure its continued relevance, and consider the development of further services to partners and businesses based on the analysis of the big data that underpins it.

As part of our promotion of the region, we are an enthusiastic and committed member of the Catalyst South group of LEPs in the South of England, which works with Government to build wider awareness and attention on the economic challenges facing this part of the country. A political focus on the North and Midlands means that this work has never been more important. **In the year ahead**, we will continue to prioritise this engagement and also seek out partnerships with other parts of the country facing similar challenges to ours such as the UK Innovation Corridor.

### *Regional projects*

Coast to Capital has established significant credentials on successful project delivery in recent years, administering more than £300m of public funds across diverse portfolio. Our business plan for the year ahead is based on building on this experience to show leadership on projects which will transform our regional economy.

The Government has confirmed that it intends to deliver the new *Levelling Up Fund* itself, based on competitive bidding between local authorities. Coast to Capital will do all that it can in the year ahead to help our local partners to maximise the success of their individual bids.

We will be evolving our own projects function to reflect our responsibilities:

- Monitoring the delivery of our £300m portfolio of LGF investments, so that we are delivering on the commitments in our growth deal with Government. This is important in order to demonstrate the region's capacity to deliver effective results from public investment.
- Based on this, supporting delivery partners who may be struggling to deliver their agreed objectives, and to work with them in order to resolve

any issues. In some cases, this may mean the recovery of LGF funds that have been invested in order to help deliver wider regional priorities

- Finalising delivery of our [£19m] Getting Building Fund in order to deliver our agreed objectives by the end of this financial year.

We will continue delivery of our successful Growing Places Fund, which is a revolving loan fund available to support scaling businesses who are finding it otherwise difficult to access funding. **In the year ahead** we will be undertaking a review of the fund, in order to maximise the value that it is adding to our regional success.

As well as these areas of work, which represent a continuation of our strong delivery performance over recent years, we will also be developing a significant new programme of support for our regional economy through the development and advocacy for a portfolio of regional projects.

These are projects with strong local support from business, political leaders and other players which we believe are of relevance for the Government's wider national and international objectives. Our goal is to achieve the profile and funding necessary to ensure delivery of these projects – through leadership, lobbying, development of effective coalitions with Governance if necessary.

There has been very significant demand from regional partners for help from Coast to Capital in developing these projects. More than 40 expressions of interest demonstrate a strong desire for partnership working and a creative approach to highlighting the best that our region can offer.

**In the course of the year**, we will develop our portfolio of projects and will work to obtain funding or Government support for them.

Where funding support is needed to help the development of these projects, we aim to use any remaining underspend in the LGF funding allocation for our region to help to deliver this. This is subject to development of an appropriate mechanism for this and approval by the Accountable Body.

In association with these regional projects, we are also looking to support partners within the region on their own work to support local economies, where we are asked and where we can be of help. **In the course of the year** we will be trialling a proof of concept for how Coast to Capital can use its skills, knowledge and expertise to support local partners in the delivery of their own business objectives. This will be made available primarily to Local Authorities within the region in the context of our overall approach to resource management.

### *Governance and Finance*

Coast to Capital will continue to prioritise the development of a strong and professional corporate profile, in order to maximise our reputation within the LEP network, the region and in relation to the Government's review of LEPs. **In the**

**course of the year ahead**, we will ensure that our organisation develops further as an ambitious and agile organisation which is respected for providing effective leadership to business-led and economic issues within the region.

We will be influential in the review of LEPs, both individually and as part of Catalyst South, and will aim to take a leading role in complying with their outcome.

We will make any necessary changes to our assurance framework, with the aim of ensuring that our governance remains proportionate to our work and maximises the LEP's influence across different areas of work.

We will continue to maintain the operation of a strong Board in line with the new assurance framework, as well as effective sub-committees which are able to support and scrutinise the executive team in the delivery of their work.

We will prioritise team development to ensure that skills, knowledge, professional qualifications and working practices of individuals reflect the needs of the business and career development aspirations. We will develop a strategy for growing our people and ensuring that the LEP reflects the diversity of the regional workforce.

A full budget for 2021/22, and an indicative budget for the year after are being developed alongside this document. They will be prepared in line with the long-standing principles by which the LEP operates:

- As a company limited by guarantee we operate in line with high standards of governance in setting and delivering our annual budget. This is assured by our independent auditors Kreston Reeves;
- directors are not remunerated, and the business operates with the aim of raising sufficient revenue to cover its costs, not to make profit
- We work closely with our Accountable Body to ensure that the company operates in a way which is fully consistent with the standards set out in the national LEP assurance framework.

Changes in the Government's approach to regional infrastructure investment will have an impact on the financial model for Coast to Capital. Since the LEP will no longer operate as the vehicle for distributing grant funding, we will no longer be able to raise revenue from the interest raised in holding this money.

In addition, we are aware of the inherent constraints of the existing LEP funding model. The structural costs of running our organisation, specifically the costs of our accountable body, of compliance with the LEP assurance framework, and of basic core costs for the organisation like accommodation, IT systems and insurance are now significantly greater than the grant we receive from Government.

We have been fortunate to receive grant support from local authority partners, which have allowed us to operate a strategy and policy function over recent years as well



as to deliver basic services like a website, communications and stakeholder engagement operations. We will be asking for a further contribution from them this year, at the same level as in 2020/21.

This business plan is the first step in moving away from a model where the LEP is dependent on public funding. Through the development of effective regional and local project delivery functions, and the deepening of our relationships with business in the region we aim to raise sufficient revenue so that we will be able to operate in 2022/23 without grant funding from our local authorities.

This will represent an evolution of Coast to Capital into an organisation which is able to cost and charge for the services that it provides, working with customers across the public and private sectors. We will be developing this commercial model further over the course of the year, taking close account of the findings of the LEP review, and under the scrutiny of the new Finance and Resources Committee of the Board.

As part of this, we will be developing a coherent policy on how the LEP might be able to distribute any future surplus income, through the identification of clear goals around issues which define a clear Corporate Social priority for businesses in the region. Our goal is to become an exemplar of a new kind of organisation which can deliver stretching goals in terms of public good as well as being competitive and sustainable as a private company run on a not for profit basis.

#### **[Objectives for 2021/22:**

- **run transparent budget process in line with expectations of new AB**
- **Deficit budget**
- **Target of GPF income**
- **regional project soft charging and income**
- **local project soft charging and income**
- **cost control**
- **Development of revenue strategy to drive sustainable approach to regional projects.]**

#### Our delivery plan

In line with Government guidance, all LEPs must complete a Delivery Plan by the end of May 2021. This delivery plan is included as an annex to our Business Plan and covers the following sections specified by Government to ensure consistency across all LEPs; Summary and Strategic Objectives, Local Growth Fund, Other Funding or Growth Programmes and Strategic Activity.

## Annex C

### Draft Budget 2021-22

	Business Engagement	Regional Projects	Skills	Investments	Central	Total
<b>Incoming Resources</b>						
Business Engagement	171,829					171,829
Growth Hub	536,500					536,500
Peer to Peer	150,000					150,000
Growth Grants	6,573					6,573
Projects		350,880				350,880
Skills			75,000			75,000
Skills non grant			57,440			57,440
EAN			151,056			151,056
Sustainability + Hub			84,517			84,517
GPF Capitalisation				81,049		81,049
LGF Capitalisation				194,222		194,222
Core					500,000	500,000
LA Contributions					360,000	360,000
Interest - AB					25,000	25,000
Interest - GPF					120,000	120,000
<b>Total Incoming Resources</b>	<b>864,902</b>	<b>350,880</b>	<b>368,013</b>	<b>275,271</b>	<b>1,005,000</b>	<b>2,864,066</b>
						-
<b>Costs</b>						
Engagement & Analysis	171,829					171,829
Growth Hub	493,062					493,062
Peer to Peer	150,000					150,000
Growth Grants	6,573					6,573
<b>Business Engagement</b>	<b>821,464</b>					<b>821,464</b>
<b>Regional Projects</b>		<b>253,050</b>				<b>253,050</b>
Skills			141,700			141,700
EAN			141,796		88,884	230,680
Other Skills			84,517			84,517
<b>Skills &amp; EAN</b>			<b>368,013</b>		<b>88,884</b>	<b>456,897</b>
GPF				58,566		58,566
LGF				194,222		194,222
<b>Investments</b>				<b>252,788</b>		<b>252,788</b>
<b>Programme Office</b>	<b>33,350</b>	<b>33,350</b>				<b>66,700</b>
Chief Exec & Corporate Salary	10,088	64,480		22,483	219,839	316,890
Corporate, incl training & accomodation					271,255	271,255
Communications					54,111	54,111
Board & Catalyst South					69,560	69,560
Accountable Body					254,588	254,588
Chief Exec Contingency					40,000	40,000
<b>Total Central</b>	<b>10,088</b>	<b>64,480</b>	<b>0</b>	<b>22,483</b>	<b>909,353</b>	<b>1,006,404</b>
<b>Total Cost</b>	<b>864,902</b>	<b>350,880</b>	<b>368,013</b>	<b>275,271</b>	<b>998,237</b>	<b>2,857,303</b>
<b>Surplus/(Loss)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,763</b>	<b>6,763</b>

# Coast to Capital

**Meeting:** Coast to Capital Board Meeting  
**Date:** Thursday 29 April 2021  
**Report Title:** Regional Projects  
**Report by:** Jonathan Sharrock  
**Item No:** 2b  
**Part:**

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## Recommendation:

The Board is asked to:

- **Note** the full list of project submissions received to date and the proposed thematic development of the regional programme
- **Agree** that this should be a major part of the 2021/22 Business Plan, with implementation led by a dedicated Regional Projects team
- **Agree** that the CEO be given delegated authority by the Board to decide how the Regional Projects work programme be developed and delivered, working very closely with Board members as sponsors or leads in different areas.

### 1. Context

In January, the Board decided that we should develop a dynamic pipeline of projects which will help to address the most important issues facing the regional economy and help bring a national focus to the successes and achievements of the region.

### 2. Transformational Regional Programme

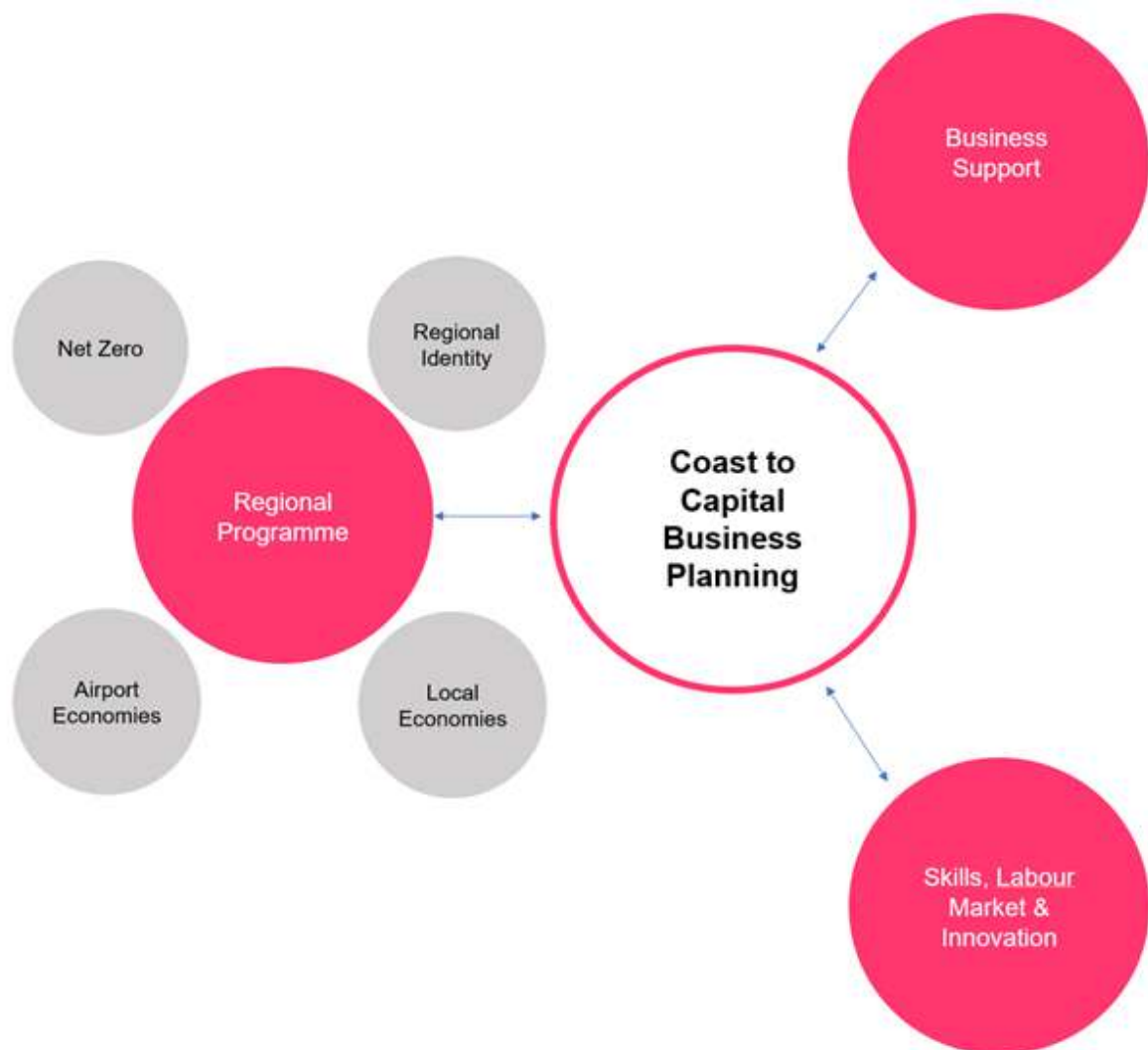
A call for projects was launched at the end of February, with an optional expression of interest (EOI) template being provided to partners. With this, and through various strategic conversations, we engaged with the public, private, and third sectors to explore and submit project ideas that would benefit from collaboration with the LEP.

A total of 41 EOI's have been received to date from a range of partners and organisations, and a summary of all project submissions can be seen in Annex A. The expressions of interest include a wide range of issues: brief descriptions of challenges where partners would like our input, tentative suggestions of how projects could be developed, and detailed suggestions of specific initiatives and help. Some partners are specifically requesting financial support, but most are looking for our engagement, leadership and advice.

Unlike in previous calls for projects where the outcome resulted in only a handful of successful projects, with unsuccessful projects forming a pipeline, this call will see all

project ideas and submissions forming part our programme of transformational regional projects.

We aim to provide an offer of support to every project within the programme, and to use these expressions of interest as the start of a dialogue. The executive team have undertaken a review of each project submission, to help identify key themes that will form the basis of the regional programme delivery model. This model maps directly onto the proposed new structure for the organisation, which is considered elsewhere in the Board agenda. It also closely reflects the development of our economic strategy for the region over recent years.



## 2.1. Delivery

Each project submitted will fall into at least one of the above themed groupings (represented as solid pink circles) and will be reviewed further to determine the level LEP support required, alongside other related proposals.

There is significant potential to group projects and to find commonalities between them. It will be more attractive to Government, and more efficient, for us to focus on projects that have a reach which covers our functional economic area.

A large number of projects have been presented within each grouping, and these are being assessed.

Projects which cover Business Support, and Skills, Labour Markets and Innovation will be assessed further by the teams which lead in those areas within the development of our business plan. In both cases, they provide input to the newly-formed teams within the evolving organisation and will feed into the work programmes of the Growth Hub and the Skills 360 Board.

Other projects form the basis of a very attractive Regional Programme, within which we can develop business cases and seek additional Government funding to initiatives in our region. To provide an initial narrative:

### **Net Zero**

This sub-theme includes all projects that would contribute to carbon reduction and carbon sequestration, toward achieving national and local net-zero ambitions and stimulating clean economic growth and recovery. There is very strong representation of clean hydrogen projects, across sectors but with a clear emphasis on developing and adopting carbon neutral transportation. While this is a clearly emerging USP for the region it is an increasingly competitive field nationally, with forthcoming strategic and funding support expected from Government.

For energy projects where we do not have the expertise or resource to directly support, we will continue to work with the Greater South East Energy Hub to build a clear pipeline of energy projects for the region to BEIS and work with partners to maximise our potential to apply to forthcoming energy funding rounds. Natural capital projects, 'Sussex Bay' and 'Accelerating Green Recovery', present further opportunity to build on the existing 'Naturally Richer' project to create a regional USP for carbon offsetting private investment.

Further work on our natural capital company proposal (which is already funded under the LGF) will be included within this grouping. Separate work to obtain funding for a Green Skills academy will also be included in this grouping.

### **Regional Identity**

This sub-theme brings together projects that would help to create a common regional identity based on the well-established cultural and leisure appeal of our towns and cities (rural, coastal and metropolitan), which has traditionally formed a large part of the regional employment base but has been severely impacted by the pandemic.

This includes projects to create a stronger creative industry identity across Greater Brighton and also in Epsom and Ewell (leveraging the presence of the University of the Creative Arts). The potential to develop a south-east cluster of viticulture excellence has been proposed by Mole Valley District Council that could potentially be linked to the proposal for a regional skills and innovation hub for agritech and horticulture from

Brinsbury College (listed under the Skills, Labour Market and Innovation theme).

Continued delivery of the Crawley Innovation Centre (which is already funded under the Getting Business Fund) will be included within this grouping as the project is at a critical stage.

The proposal to develop a regional investment vehicle, and to support a coherent tourism offer across Sussex and Brighton are both significant opportunities to build on this.

### **Local economies**

A number of project submissions related to the future development and prosperity of town centres; Lancing and Worthing, Epsom and Ewell and Horley. These places were all identified through our desk-based analysis in 2019 as towns of significant potential who need support for their growth. A coordinated regional approach to local economies would closely relate to and support the Regional Identity sub-theme described above.

### **Airport Economy**

This sub-theme centres on a proposal by Gatwick Airport for the LEP's support to identify and deliver wider economic benefits for region, if its proposed delivery of the Northern Runway project is approved. These benefits would be across three main areas; employment and skills, a business support strategy (including innovation and local supply chains) and net-zero.

The Catalyst South project on Airport Towns, which will raise Government focus on the generic issues facing towns which will be affected by transition in the aviation sector over the next 5 years, is also included in this theme. Coast to Capital will be leading this work across the 6 LEP areas of the South East.

## **2.2. Ongoing development of the programme**

The regional programme will require continued strategic development, and engagement with our partners to develop the projects further. Part of this work will also be to help identify and understand future funding opportunities to ensure that we can best align our regional programme and business planning activities.

## **3. Next Steps**

As outlined above, the Executive team will now need to conduct a further review of each grouping and sub-theme, to understand how and if projects could reasonably interlink, the level of support that is required (and how urgent the need is), and what the funding opportunities are for both regional investment and for the LEP to build a commercially sustainable model for future delivery.

This review will include re-engaging with partners, and to work closely with the Board where required; particularly to ensure that Board skills and expertise are available to support and challenge the development of these projects.

Once the review has been undertaken, we propose that every partner/organisation who submitted an EOI receive a formal offer in writing to include one or more of the below forms of support that Coast to Capital will deliver as part of our Regional Programme:

- Leadership
- Advocacy and Lobbying
- Working with local partners to develop business cases
- Project Management
- Strategic Support
- Supporting and/or helping to lead bids to Government for regional investment and access to the wide range of funding pots
- Growth Hub Business Support
- Links to the Skills 360° Board and Skills Action Plan (SAP)

The Board is therefore asked to **agree** that the CEO be given delegated authority by the Board to determine which projects move into a coordinated delivery phase of the programme, along with appropriate levels of alternative support or guidance offered to all partners who submitted proposals. Information on the first selection of projects will be reported back to the Board at the July meeting, along with any updates on the delivery of the business plan.

#### **4. Diversity Statement**

In line with our commitment to equality, diversity and inclusion throughout our business operations, when building our pipeline of projects we will consider how to meet the diverse needs of our existing stakeholders and partners and how to extend the reach of our engagement to attract a more diverse range of businesses and project ideas. This will also include understanding the social value for each project, in line with our social value development work.

#### **5. Legal Statement**

There are no legal issues for consideration with this report

#### **6. Finance Statement**

There are no other financial considerations at this current time.

#### **Annexes:**

Annex A: Expression of Interest Summary Sheet

Annex B: Regional Programme Thematic





No.	Project	EOI Question: Project description	Current project status?	Short term benefits and/or challenges due to the pandemic?	What are the expected benefits?	What geography would the project cover?	Does the project have existing funding?	Does the project require funding?	Would the project benefit from Coast to Capital involvement?
1	Digital Tourism Platform - The Great Sussex Way (DMO)	Create an online one stop shop booking platform for visiting Chichester District	Project has been defined and scoped	The pandemic has caused many businesses to develop an online presence and this has further heightened the tourism offer in the area. The DMO can bring the offerings together and create a sustainable income stream for the DMO	Create a central digital platform that is easily accessible to visitors and businesses. Generate an income stream for the DMO to better support local businesses	Chichester District - pilot area, but could then be replicated across the region	No	Yes	Yes - Help to secure £100k funding for project development Regional leadership to connect with other tourism communities
2	Business Academies - Surrey and Sussex Chambers	Develop Peer to Peer network for smaller businesses that cannot access the national programme	Designing and creating an action plan	Many small businesses have been adversely impacted by the pandemic and need support to adapt their business models	Increase access to and knowledge of business support Create a platform to sharing support and information	East Surrey and West Sussex	No - but after pilot year, would seek sponsorship for year 2	Yes - circa £20k for both chambers	Yes - Coast to Capital support and information Collaboration on other projects
3	Supporting unemployed back into work - Brighton & Hove Chamber	Helping those on Universal Credit become self-employed where appropriate - pilot in B&H and then rolled out to wider region	Existing programme 'Catch the Wave' has been running for 2 years	Pandemic caused huge rise in Universal Credit recipients and more are looking to support to become self-employed	To help people become successfully self-employed with the appropriate support network	Brighton & Hove and surrounding area - could be a pilot for wider area	No - not yet	Yes	Yes
4	Export support - Brighton & Hove Chamber	Helping small business to export - pilot for B&H and then rolled out to wider region	Existing programme 'From Brighton with Love' has been running since December 2020	Good time to help businesses grow their business through export	Support businesses to export who have not considered before	Brighton & Hove and surrounding area - could be a pilot for wider area	Yes - until July	Yes	Yes
5	Carbon neutral business support Brighton & Hove Chamber	Helping small businesses become carbon neutral - pilot for B&H and then rolled out to wider region	Preliminary discussions	Good time to focus on this project as carbon neutral is high on national agenda	Increase awareness and support for businesses to reduce carbon footprint	Brighton & Hove and surrounding area - could be a pilot for wider area	No	Yes	Yes
6	Equitation Enterprise Zone - Epsom & Ewell BC	Invest in Epsom racecourse complex to establish an Equitation Enterprise Zone - support businesses and tourism	Identified as priority for EEEBC and being considered as part of the Local Plan process	Pandemic has adversely impacted Epsom racecourse with no income generation from events, therefore there is no income to re-invest in the facilities to improve them	Strengthen equitation sector in Epsom and compete with other UK regions for international business Creation and safeguarding of jobs Secure international investment	Epsom & Ewell - although the sector does reach across East Surrey and to Lingfield in Tonbridge	No - Jersey Club was going to invest, but COVID-19 has derailed their income and all investment is on hold Clara E HMA bid was submitted to EATED Growth Programme - but outcome is yet to be determined EEBC may be able to provide some match funding	Yes - Capital funding to invest in key infrastructure	Yes - Capital funding Advocate for the creation of an Equitation Enterprise Zone by Government
7	Inclusion of Epsom in London Fare Zone 6 - Epsom & Ewell BC	Advocate to Government to have Epsom included in Zone 6 of the London fare zone	Epsom included in Oyster payment network in 2019 - but not in Zone 6, the area is still campaigning to be included	Currently pandemic is causing many commuters to work from home - but it is expected demand will increase post lockdown	Reduced travelling costs to and from Epsom	Epsom town centre and immediate surrounding areas	No - but could be funded through new train operator contracts if TfL approve	Not formal funding but would need funding for signage if Zone 6 designation was approved	Advocate for Zone 6 to TfL Government and rail/transport companies Funding to promote Zone 6 designation is approved
8	Creative Business Centrenovation Zone - Epsom & Ewell BC	Development of an enterprise workspace centre focused on high-value creative and technology-based businesses offering incubator and green on workspace	A priority in the Council's Economic Growth Strategy 2020	The pandemic is predicted to reduce demand for corporate office space, therefore developing a 'creative workspace' may be more desirable to creative businesses post lockdown	Accelerated provision of incubation and grow on space creates a cluster of high-value creative and tech based businesses Potential to recognise Epsom as a 'University Town' and seek University Enterprise Zone (UEZ) status from Government	Epsom - based in town centre but would look to attract business from across Surrey and South West London	Yes - some funding for project development/maintenance	Yes - for implementation	Advocate to Government and lobby for another round of UEZ Capital funding to develop creative workspaces
9	Epsom A240 Cycle Network - Epsom & Ewell BC	Creation of a busy cycle lane along A240/A4	Preliminary discussions	COVID-19 reduced demand for public transport	Improved and safe routes throughout the town Increased town centre attractiveness for investment and visitors	Boundary of Royal Borough of Kingston at Tolworth to East Street in Epsom town centre	No - neither SCC or EEEBC have funding available to allocate	Yes - capital funding	Yes
10	Epsom Town Centre Transformation - Epsom & Ewell BC	Transformation of urban site into an intergenerational mixed use campus for education, arts, culture and housing	Development partner, LinkCity, has been appointed and are currently in pre-app discussions with the council	Lockdown forced The Playhouse to close and the Laine Theatre Arts centre requires more than £1m in refurbishment This site will safeguard these cultural businesses and generate income	Creating a sustainable mixed use and intergenerational site of an under-utilised building Could catalyse regeneration schemes elsewhere in the town State of the art arts and education facility	East Surrey and South West London	No	Yes	Yes - Funding
11	International trade support - Surrey and Sussex Chambers	Provide business support to help businesses export	Designing and creating an action plan	Benefits: boost confidence and growth. Using digital tech to provide export/import opportunities Challenges: Businesses focused on recovery rather than growth through export Complexities of trading overseas	Increased inward investment and international trade activity Economic growth and increased business resilience	East Surrey and West Sussex	No - but sites to also seek funding from stakeholders and get potential sponsorship for the project	Yes - circa £90k for both Chambers to deliver the programme	Yes - Business support Growth Hub support and collaboration
12	Hydrogen/electric refuse collection vehicles - Mole Valley CC	Pilot to use of hydrogen and electric dually RCVs to decarbonise refuse collection	Pipeline	None identified to date.	Increased refuse collection activities in a local authority area Improved air quality and reduction in noise pollution Potential to reduce operational costs	Mole Valley - pilot, but could then be scaled across Coast to Capital (a cluster might get more Government attention)	No	Yes - capital funding to install hydrogen fueling facility and conversion of maintenance vehicles for a 12/24 month pilot	Regional leadership - leading the cluster in Coast to Capital Support to link project with other authorities/operators as a Go-Local Group
13	Shoreham Green Energy Hub - Shoreham Port	Establish a green hydrogen production facility at Shoreham Port	Early stages of feasibility stage	Project is currently not affected by the pandemic, the Port has remained busy and able to function as usual. But there could be slight delays on fabrication and supply of some elements of the turbines	Increased engagement with local universities and businesses to create more skills and innovation opportunities Attract inward investment into clean energy technology Reduction of CO2 emissions and improved air quality	Greater Brighton - pilot, but could then be scaled across the South East	Yes - Shoreham Port has allocated some staff resources - but require further funding to move beyond feasibility stage	Yes - circa £15m in capital and revenue costs	Capital and revenue funding Advocate project to Government, MPs and other key departments
14	Hydrogen Bus retrofit - Ricardo	A hydrogen fuel conversion project for larger vehicles including buses and other fleets, also at Ricardo	An outline technical approach and business plan has been developed	During lockdown there was a significant drop in passenger travel via bus - resulting in less income to be able to invest in zero emissions fuel cell retrofit for buses. This project will create new jobs and support a green recovery	Create new jobs, educational opportunities and net zero vehicles Reduction in CO2 emissions Increased export income from overseas trade Establish a Hydrogen Eco-System in the region	Sussex - CoE based at Shoreham Ricardo Technical Centre, but wider economic and environmental benefits could be scaled/shared across the UK	Yes - £2.5m investment from Ricardo	Yes - circa £4m - £5m total project budget - but £2m in grant funding would help get the project up and running much quicker and initial CAPOK would fast track the design and prototype phases	Regional leadership to help establish regional hydrogen eco-system Raise profile of project at regional level - attracting talent and business
15	Hydrogen fuel centre of excellence - Ricardo	A centre of excellence (CoE) for hydrogen fuel technology at Ricardo	Outline Business Plan has been developed for CoE	Pandemic caused a significant drop in automotive sales but accelerated demand for clean energy - this project will develop competitive green hydrogen technology to support a green recovery	Reduction in CO2 emissions Increased export income from overseas trade Establish a Hydrogen Eco-System in the region	Sussex - CoE based at Shoreham Ricardo Technical Centre, but wider economic and environmental benefits could be scaled/shared across the UK	Yes - £2.5m investment from Ricardo - but total project is estimated to cost up to £10m	Yes - Support funding of between £5m-£10m over the next 3 years is required	Regional leadership to help establish regional hydrogen eco-system Raise profile of project at regional level - attracting talent and business
16	IT skills bootcamp - Red River	Develop and run an IT skills bootcamp and offer subsidised rates to learners	Initial stage of seeking stakeholder interest	Benefits include: creating digital professional workforce to address skills gaps, highlighting routes into digital careers and finding jobs after lockdown Challenges include: attracting right calibre of people, funding	Increase the flow of people into digital careers Create a pipeline for future re-trainers	Coast to Capital	No - nothing has been secured	Yes	Yes - Coast to Capital networks Expertise with funding Regional skills focus
17	ReEnergy Minor Royal - Manor Royal BC	Develop a Local Energy Management Company (LEMCo) to manage, the generation, sharing and possible storage of energy generated on-site from renewable sources	Awaiting final report setting out Governance Model of the LEMCo	COVID-19 has slowed progress due to many businesses working remotely, but the pandemic has also emphasised the importance sustainable, low carbon energy models	Reduced carbon footprint on Manor Royal and reduced energy costs Increased demand for renewable energy services and skills	Manor Royal (BC) - pilot, but then could be scaled elsewhere	Yes - currently funding study and preparatory work to establish Governance model	Yes	Yes
18	Greater Brighton Creative Industries - Adur & Worthing councils	Developing a proposal to create a brand and narrative for creative sectors in Greater Brighton/Coast/Sussex	Consultancy has been appointed to design next stages of the project	The pandemic adversely impacted creative industries and now there is more demand than ever before to explore into international as well as domestic markets to grow the industry	Establish a regional reputation as a cutting edge Establish the region as future-focused with highly skilled workforce	Greater Brighton - pilot, but then could be scaled across Coast to Capital	Yes - initial seed funding from GBEE with further resources to continue to be made available	Yes - additional £75k to complete next phase of work - links to inward investment desk	Working in partnership to develop strong brand and narrative - visibility as part of Inward Investment Desk project
19	Quantum Business Exchange - University of Sussex	Establish a Quantum Business Exchange to house the quantum business spinouts from the University of Sussex and establish a quantum centre of excellence	Currently preparing Strategic Outline Case	No challenges due to COVID-19, the market opportunities for quantum technology application are not likely to be reduced as a result of COVID-19 and the project will contribute to both the regional and national priorities of building back better.	Creation of new job and skills training opportunities Increased access for transformational technical business support for the business community Retention of quantum technology spinouts	Coast to Capital	Unclear - total project costs: circa £5-10m capital funding, £200k per annum for 5 years revenue funding Circa £1m potentially in match funding	Yes - the capital and revenue funding described in the previous answer. Coast to Capital funding would cover these costs	Yes - Capital and revenue funding
20	Sussex Battery storage Innovation Centre - West Sussex CC	Establish a Sussex Battery Storage Innovation Centre in Worthing to host 120MWh of batteries to be shared across the local electricity network	Procurement process currently underway for design & build of the site and independent contractor proposal	No challenges due to the pandemic - the project site was demolished during first UK lockdown	Demonstrate the local provision of electricity network resilience on the South Coast	Worthing, West Sussex - developed at the Haverock Lane site	Yes - £10m allocated from the council to deliver initial phase	No - does not require funding for initial stage, but circa £100k additional funding would help create a further development plan beyond the initial stage	Support convening partners to develop a local supply chain Promoting the project as a best practice Advocate to Greater South East Energy Hub and Government
21	Decarbonisation of buses across West Sussex - West Sussex CC	Development of Zero Emission Bus Regional Areas (ZEBRAs) in line with the recently published Bus Back Better National Bus Strategy	A group has been established that includes the following partners: East and West Sussex CCs Adur & Worthing Councils Go-Nomad Group Knowledge Transfer Network (KTN)	The pandemic has caused a shift in travel patterns and this project will need to do research to understand these shifts before work can progress	Collective approach to decarbonisation of bus services across Sussex Improved air quality Reduction in carbon emissions	Sussex	Yes - some funding from the £60m of agreed borrowing included in the Strategic Outline Case for Energy Services	Yes - further development funds required, KTN has identified some options but would still require additional funds. Circa £20m from Coast to Capital would help development	Support scaling of project across Coast to Capital - convening partners Advocate to Greater South East Energy Hub and Government Help to secure funding
22	Battery storage in public buildings - West Sussex CC	Install battery storage technology across a selection of public building types in order to demonstrate the value associated with battery storage that benefits from a Virtual Power Plant	Currently preparing a full business case	No challenges due to the pandemic - public buildings have all remained accessible during lockdown	Offer low cost renewable energy Additional energy efficiency support for low income households Making West-Sussex County Carbon Neutral by 2030	West Sussex - pilot, but then could be scaled across the water region	Yes - some capital funding through existing council budgets	Yes - circa £800k and also poses performance risk for council as VPP is an innovative technology	Promote benefits of the project to wider area Support scaling of project across Coast to Capital Advocate to Greater South East Energy Hub and Government
23	Carbon neutral public buildings in West Sussex - West Sussex CC	Decarbonisation of schools & corporate properties in WSSCC to be carbon neutral by 2030	Decarbonisation works programme is currently under development	The pandemic has accelerated the importance of low carbon economy and green jobs	Restoration of natural capital at WSSCC sites through Sussex LIP investment Strategy New employment and apprenticeship	West Sussex	Yes - £10m allocated for 2021-2026 from Council budget	Yes - further funding is required to meet targets by 2030 and to ensure the project is delivered at pace	Networks and partnership working to share best practice Expertise - esp Decarbonisation Academy pilot and Natural Capital Investment Group
24	Rural business innovation centre Rural West Sussex Partnership	Establish a rural business/innovation centre between Billingshurst and Pulborough	Project is currently stalled due to lack of funding	COVID-19 has highlighted the need and desire for more local work space - rather than commuting further afield	This project could develop much needed flexible working space in rural Coasts of Capital with links to Bransbury College	Horsham - centre is based on A29 between Billingshurst and Pulborough - but could also serve Arun, Mid-Sussex, Chichester and southern parts of East Sussex	No - but have interest from major business centre operator, Chichester College, WSSCC and Horsham DC if revenue funding is secured to bring it forward	Yes - initially revenue funding to develop project case. Then capital funding to develop the centre (with some commercial revenue funding)	Support the project idea Revenue funding for project development Brokerage of capital funding
25	No Wrong Door to business support - University of Brighton	For Coast to Capital to create a streamlined process to accessing business support - with multiple points of entry to access the right information	Initial discussion phase	The project would streamline access to business support - with multiple points of entry to access the right information	Improved productivity	Coast to Capital	Yes - some funding from existing budgets	Yes - need funding for desk research based activities (unless capacity exists within Coast to Capital)	Yes - Staff resources for desk research, consultation, marketing and system development/enhancement Growth Hub involvement
26	Healthy Futures - University of Brighton	Establish a Healthy Futures Accelerator to create an innovation network that brings together academics, private and third sectors	Initial network was launched in Dec 2018 but the Accelerator required further funding to move forward	Due to COVID-19 work on the network was paused in order to reflect and re-assess the structures to see how it can support recovery post-pandemic	Increased innovation activity and collaboration with digital health businesses	Coast to Capital	Yes - Uni of Brighton gave initial funding and provides a Knowledge Exchange Manager	Yes - circa £175k revenue funding for staff resource and marketing	Business network contacts Marketing and PR support Growth Hub involvement

27	<b>Accelerating a Green recovery - Surrey Wildlife Trust</b>	Develop a green economic measure (Gross Ecosystem Product) to determine what is needed to transition to a genuinely regenerative and sustainable economic approach	This is the next stage of the currently running <b>Naturally Richer</b> project	This project would support a green recovery from COVID-19	Develop a green business leadership network and green economic measure Accelerate delivery of biodiversity net gain (BNG) and develop future natural capital products Create digital infrastructure assets Create new opportunities for jobs, skills and innovation	Coast to Capital - pilot area but then could be scaled across Catalyst South	No	Yes - could potential bid for funding through several Government schemes and will be looking for greater sector match funding	Yes - Leadership Promoting and demonstrating the project benefits Expertise, skills and networks
28	<b>Hydrogen Sussex Business Case University of Brighton, Brighton &amp; Hove CC</b>	Working in partnership with Coast to Capital to develop the Hydrogen Sussex Ecosystem Business Case	Hydrogen Sussex Group launched in Feb 2021	Work can continue remotely should COVID-19 restrictions continue and can support recovery through new job creation and supporting net zero targets	Develop a joined up hydrogen plan with a robust pipeline of projects Increased offering of hydrogen and clean technologies skills	Greater Brighton and wider Sussex area	Yes - circa £43k from BHCC and GBEB to strategy development and core funding	Yes - circa £50k revenue funding to complete the strategy development	Yes - Regional leadership - raising the project profile Advocate with Government Expertise to support business case development
29	<b>Reimagining Horley - Surrey CC and Reigate &amp; Banstead BC</b>	Pilot project reimagining Horley town centre to create a model for place-led regeneration	Pre-feasibility stage	The project aims to address short and medium term challenges brought on by the pandemic	Develop a new and more joined up Place Planning model to deliver capital and revenue based interventions	Horley Town Centre - as a pilot that could be scaled across the wider Gatwick area	Yes - Reigate & Banstead BC and Surrey CC have identified some funding from existing budgets and staff resource	Yes - funding is need for feasibility work and to lead the place planning process	Yes - Support the aims of the project Expertise and resource to develop the feasibility work and secure funding Yes - Support with initial scoping study
30	<b>Regional Skills and Innovation Hub for AgriTech and Horticulture - Chichester College Group</b>	Investing in new agri-tech facilities and resources at Binstary College to establish an innovation hub for agri-tech	Planning stage	COVID-19 and Brexit have adversely impacted the horticulture sector and this project will invest in skills, supply chain and technology to stimulate growth in this sector	Create a regional hub for best practice Increase R&D activity to support sustainable growth and latest technology Create new jobs at the College and local	West Sussex - but benefits would be shared across the whole Coast to Capital area	No	Yes - circa £50k- £70k to develop scoping plan and feasibility study	Expertise and advice on raising additional investment Advocating to Government and Local Authorities
31	<b>A south east England cluster of Viticulture excellence - Mole Valley DC</b>	Establish Coast to Capital as a centre of excellence and tourist destination for English wine	Pipeline	COVID-19 continues to restrict tourism, but this project seeks to focus on domestic tourism throughout 2021 to be ready for when international tourism can resume	Create new jobs and skills opportunities Increased R&D activity in the application of decarbonisation technologies and reduced carbon footprint Increased GVA by scaling up exports	Coast to Capital - and potential to stretch to cover SLEEP and EMO	No	Yes - Collaborate on a regional bid for funding to various Government departments	Yes - Regional cluster lead - collaborating on a joined-up approach
32	<b>Fabric - Reimagining Lancing and Worthing town centres - Adur &amp; Worthing councils</b>	Pilot project to reimagine town centres - using Lancing and Worthing as pilot areas	Initial research to identify space	The project is a key element of the Councils recovery plan	Create vibrant destinations with increased tourism and business activity Strengthened town centres network and improved infrastructure Create new skills opportunities	Adur & Worthing - as a pilot and then could be scaled across Coast to Capital	Yes - Councils have invested over £10m to secure property assets	Yes - initial seed funding circa £100k for business plan development. Then between £1.5-£3m for capital costs	Yes - Support project development Advocate to Investors and Government
33	<b>Regional Gatwick project - Gatwick Airport</b>	Maximise the potential economic benefits of the Northern Runway project for the region and unlock the economic potential of growth at Gatwick	Preparing the DCO for public consultation later in 2021	COVID-19 has adversely impacted the aviation industry and this project could enable leveling up across the region	Creation of new jobs Increased passenger and cargo capacity By 2050 for airport operations and aircraft emissions to reach net zero carbon	Coast to Capital - with potential for wider benefits to East Sussex and Kent	Yes - 100% private sector funding from Gatwick airport	No - does not require Coast to Capital funding	Yes - Expertise in developing skills and business support strategies Bid support
34	<b>Institute of Technology - Chichester College Group</b>	Develop business case for Phase 2 of the IoT bid	Awaiting decision on Stage 2 bid	Crawley has been disproportionately affected by COVID-19 and the IoT will bring much needed Higher Technical Provision to the area	Addressing gaps in higher technical provision and meeting employer needs	Coast to Capital	No - but have bid for £15m for capital and development costs	Yes - requires additional revenue funding if the Stage 2 application is successful	Yes - Funding for Stage 2 development Membership on IoT Board Expertise to develop the project Growth Hub involvement
35	<b>Sussex Bay - Adur &amp; Worthing councils</b>	Establishing a 'marina park' along Sussex coast from Selsey Bill to Beachy Head	Early development stage with initial studies completed	Project is not anticipated to be affected by COVID-19	To create a model for large scale coastal and marine habitat restoration, which will be a first of its kind in the UK	Arun, Adur and Cuckmere rivers Inshore waters between Selsey Bill and Beachy Head	Yes - circa £440k from several public and private sources	Yes - submitted a bid of £100k to DEFRA A further £276k in revenue funding needed	Yes - Business case development support
36	<b>Sussex Regional Innovation Zone - West Sussex CC</b>	Pilot project to develop an open access network to dark fibre to create a Regional Innovation Zone in West Sussex	First phase of duct and dark fibre construction is underway	The project would provide improved digital infrastructure to increase business productivity in light of negative impacts of COVID-19	To create the infrastructure to develop an Innovation ecosystem across West Sussex and Brighton	West Sussex, Brighton & Hove	Yes - first phase has funding from several sources (including the LEF)	Yes - second phase could cost between £3.48m to £7.59m	Funding for construction costs Advocacy to the industry Expertise in benefits measurement and benchmarking of the innovation zone
37	<b>Greater Brighton Inward Investment project - Greater Brighton Economic Board</b>	Greater Brighton developing proposals for resourcing and running an Inward Investment Desk	The Desk is currently being developed by two GBEB business managers and Adam Breake	COVID-19 is having a negative impact on investment and need for Inward Investment Desk is even more important	Attract new business, jobs and skills Coordinate inward investment across LA partners	Greater Brighton City Region	Yes - business case development and consultancy has been funded by GBEB	Yes - £250k for the first year	Advocate with central Government (esp the wider DT team)
38	<b>RISE - University of Brighton</b>	Expand the existing RISE programme to employ more University Innovation Advisors to support companies across Brighton and East Sussex	Programme is about to be launched in West Sussex	Programme is flexible and easily be oriented to focus on recovery and innovation	Increased innovation activity in SMEs Increased R&D spend Increased SME productivity	Expand current West Sussex programme to cover Brighton & Hove and north of Gatwick	Yes - West Sussex programme is funded by ENDF, WSSCC and UoB of Brighton	Yes - circa £350k over 2 years	Yes - Growth Hub involvement Innovation Centre team involvement
39	<b>Sussex Tourism &amp; Culture Recovery Group - Arundel DC, West Sussex CC, Brighton &amp; Hove CC, East Sussex CC, Experience West Sussex, Visit Brighton</b>	Develop a 'Sussex' tourism brand with support initiatives to help recovery of the sector	Initial design and analysis stage - consultancy commissioned	COVID-19 uncertainty and potential for further Government restrictions	Increased tourism activity, both domestic and international, for the Sussex area	Sussex, Brighton & Hove, West Kent and Surrey	Yes - £100k from Upper Tier Authorities	Yes - circa 15 million for 3-5 year delivery programme	Advocate for the project with Coast to Capital Board, MPs and Government Bid writing expertise Project management expertise Funding for pilot project Supporting the development of a pipeline of capital projects
40	<b>The Westway, Caterham - Tandridge District Council</b>	Create a new community hub in Caterham (development of existing community centre building)	Concept stage	No particular COVID-19 issues identified	Provide the space requirements for a range of different local community group/organisations and start up businesses/entrepreneurs to improve local objectives	The Westway primarily services the catchment area for North Tandridge District	No	Yes	Yes
41	<b>Warringham Green - Tandridge District Council</b>	Public realm and highways/green space infrastructure scheme to improve Warringham Green	Scheme developed. Consultation with highways authorities and local residents undertaken	The scheme would help regenerate the area following the impact of COVID-19	Improved public realm, green space, road safety. Support for businesses and a central space for the community	Warringham Green area	No	Yes - costed at £1.5 million (subject to variance)	Yes
42	<b>Queens Park, Caterham - Tandridge District Council</b>	Range of public realm and green space improvements. New and improved recreational, sport and leisure facilities	Not started. A high priority in the Open Spaces programme 2021/22	More and more people are using Open Spaces in Tandridge. The park is opposite a community hospital and is well used by the community	Positive impact on the health and wellbeing of the community. Some economic advantages	Caterham and neighbouring areas that use the park	No	Yes	Yes

Net Zero				Regional Identity		Airport Economies	Local Economies		Business support		Skills, Labour Market and Innovation		
Hydrogen Sussex business case development University of Brighton & BHCC	Shoreham Green Energy Hub Shoreham Port	Hydrogen Bus retrofit Ricardo	Sussex Bay Adurt & Worthing councils	Sussex Tourism & Culture Recovery Group Arun DC, West Sussex CC, Brighton & Hove CC, East Sussex CC, Experience West Sussex and Visit Brighton	Greater Brighton Inward Investment project Greater Brighton Economic Board	Gatwick northern runway (wider benefits) Gatwick Airport	Fabric - Reimaining town centres (Lancing & Worthing) Adur & Worthing councils	Inclusion of Epsom in London Fare Zone 6 Epsom & Ewell BC	Carbon neutral business support Brighton & Hove Chamber	Business Academies Surrey and Sussex Chambers	Istitute of Technology Phase 2 Chichester College Group	RISE University of Brighton	Quantum Business Exchange University of Sussex
Hydrogen fuel centre of excellence Ricardo	Carbon neutral public buildings in West Sussex West Sussex CC	Sussex Battery storage innovation centre West Sussex CC	Accelerating Green Recovery Surrey Wildlife Trust	Greater Brighton Creative Industries Adur & Worthing councils	Digital Tourism Platform The Great Sussex Way (Chichester)	Airport towns - Catalyst South project	Reimagining Horley Surrey CC & Reigate & Banstead BC	Epsom Town Centre transformation Epsom & Ewell BC	Export support Brighton & Hove Chamber	International trade support Surrey and Sussex Chambers	IT skills bootcamp Red River	Health accelerator University of Brighton	Rural business innovation centre Rural west sussex partnership
ReEnergise Manor Royal Manor Royal BID	Hydrogen/electric refuse collection vehicles Mole Valley DC	Decarbonisation of buses across West Sussex West Sussex CC	Epsom - A240 Cycle Network Epsom & Ewell BC	A south east England cluster of viticulture excellence Mole Valley DC	Creative Innovation Zone Epsom & Ewell BC		The Westway, Caterham - Tandridge DC	Warlingham Green - Tandridge DC	Supporting unemplyed back into work Brighton & Hove Chamber	No Wrong Door University of Brighton	Equestrian Enterprise Zone Epsom & Ewell BC	Regional Skills and Innovation Hub for AgriTech and Horticulture (Brinsbury College) Chichester College Group	Sussex Regional Innovation Zone West Sussex CC
Battery storage in public buildings West Sussex CC	<b>Existing project: Naturally Richer</b> Surrey Wildlife Trust						Queens Park - Tandridge DC				<b>Existing project: Institute of Technology bid</b> Chichester College Group (Coast to Capital strategic partner)	<b>Existing project: Crawley Innovation Centre-</b> Coast to Capital, Thales, Crawley BC	<b>Existing project: Home Decarbonisation Academy - Coast to Capital and partners</b>