

Coast to Capital

Reference: Coast to Capital Board Meeting
Date: 14 October 2021
Report Title: Executive Report
Report by: Executive Team
Item No: 7a
Part: A

Recommendation:

The Board is asked to note the Executive Report and:

- **Approve** the additional term of the District Councillors.
- **Approve** amendments to the Assurance Framework
- **Approve** the Annual Report
- **Approve** additional annual leave for all staff during the Festive period

1. Economic Context

There was a strong economic recovery between April and June 2021 with many attributing the increase to the relaxation of restrictions and the Euro 2020 championship. However, growth started to level off in July and is still 2.1% below pre-pandemic levels. There was also strong growth in house prices in July with the largest annual increase since 2004 but following the end of the Stamp Duty Holiday prices began to stabilise. Whilst these are positive increases, it has caused inflation to increase, making it harder for businesses to recover from revenue lost in 2020.

Across the UK there have been significant economic challenges due to supply chain issues, shortages of HGV drivers, labour shortages, and inflation. These issues have been reflected in the Coast to Capital economy with many of our businesses reporting similar issues. Whilst we do not have figures for economic output at the Coast to Capital level, we know that company insolvencies in our area have been increasing month on month with a 53% spike between May and June 2021. At the same time, new company registrations have been declining each month with an 18% drop between April and July. Illustrating the continued fluctuation and instability of our business base.

Coast to Capital

There has also been increased job posting activity in our area, however, many businesses are reporting long-term issues with challenges in recruiting the right candidates and retaining new employees. The most advertised occupations in the last month remained the same with health professionals, business professionals, software developers, and van drivers in the top ten. Crawley continues to have the highest numbers of postings with Elekta, Thales, and the NHS advertising the largest numbers of postings.

Gatwick Airport reported a £245m loss in the first six months of 2021 and passenger numbers fell to 569,000, compared to 22.2m passengers in the first half of 2019. Illustrating a slow recovery to air travel whilst international travel restrictions are in place. In Coast to Capital, the Transportation and storage sector, which includes Air transport, had the second-highest numbers of employees claiming furlough in June 2021 making up 15% of all claims, compared to just 7% nationally and just behind the Accommodation and food services sector at 16%. In Crawley however, 33% of all furlough claims were in the Transportation and storage sector with only 20% in Accommodation and food services, illustrating the concentration of those jobs in our region.

Through our membership of Catalyst South, an 'Airport Towns' event was delivered in July 2021 which discussed the particular impact the pandemic has had on areas with airports. The discussion brought together businesses and Government officials and resulted in the recommendation to form a Task Force to identify actions to be taken forward, as well as a report produced by SQW with recommendations and proposals for airport towns in the South.

2. Corporate Update

Organisational Developments

We have now been working under the new structure for three months and are reflecting on its effectiveness. We have asked staff to provide their feedback on the new structure, identifying what is going well and where there is room for improvement. Suggestions for improvements will be considered by the Executive Committee, alongside the Government's ask of LEP's following the conclusion of the LEP Review.

Coast to Capital

The following changes have taken place in the Coast to Capital team:

- **Nasser Elaheebocus** has joined the Growth Hub as Growth Relationship Associate.
- Stakeholder Relationships Coordinator **Helen Weedon** has left the company.
- **Hannah Thomas** is leaving the company in her role as Enterprise Coordinator.

We currently have three vacancies – Head of Business Engagement, Project Lead, and Stakeholder Relationships Coordinator. However, in line with Government's request, we are holding off recruitment for these positions until the LEP Review has concluded.

The Executive Committee has continued to review the use of our office in line with Government guidelines. We consulted with staff over the summer and the results strongly supported the office being used for collaboration across the teams. Proposed activities include Management meetings, cross-project working, and monthly all-team meetings, with Board members attending to meet the team.

We have however been served notice by our landlords to terminate our lease under the terms of the break clause in our lease agreement. We shall be working with our landlords to ensure the most cost effective exit of the premises and shall seek a smaller location within the immediate area, on flexible terms.

Governance Update:

- Our **Company Risks** are being actively managed, with top risks identified in Annex A. We have undertaken a review of all risks in light of the Business plan 2021/2022 and company restructure, which has updated the layout of the Risk Register.
- Both the **Finance and Resources and Audit and Risk Committees** have been held as of 28th and 29th of September respectively.
- The **Assurance Framework** has been updated to Version 8.1 to accommodate the updates to the National Assurance Framework.
- The amendments to the **Coast to Capital Articles**, which were discussed at the last meeting, have been approved by the Companies House and can be found on our Website.
- The dates for the **2022 Board** meetings have been confirmed and will be shared with the Board shortly.

Coast to Capital

- All **company policies** have been updated in light of the restructure to reflect the new working structure.

Annual General Meeting

The Annual General Meeting will take place virtually on Wednesday 10 November 2021, Board Members will have the opportunity to attend the event in person before the strategy afternoon (as per last year).

Board Development:

Since our last Board meeting, there have been no changes to the makeup of the Board.

At our AGM, we will be renewing our District, Further Education, and Higher Education director's terms of service.

Both Cllr Mark Brunt, and Cllr Dan Humphreys have come to the end of their two year terms as District Council representatives. However, with the invoking of Article 11.2, we have the option to extend the term of both Mark and Dan by a further year. Due to the current uncertainty of the LEP review, we have explored this option with both our Chair, Acting CEO and Accountable Body. It should be noted that there is no direct provision for this extension, and the Board will need to determine if they are happy with this extension. Additionally, we have formally written to our District Council bodies and explained that any decision around a reappointment for a further year is subject to a majority vote from the councillors in support of this decision.

The Board is therefore asked to approve the invoking of this article to allow both Mark and Dan to serve a further one year term, subject to approval from the District Council bodies. The Board is to note that our Further and Higher education directors, Jane Longmore and Frances Rutter, will also be extending their terms by a further year at the AGM in November.

Assurance Framework

An update to the National Local Growth Assurance Framework has been published as of 02 September. What is more, the Government has ended the exemptions allowed for COVID-19. A new set of exemptions has been issued for LEP's due to the uncertainty of the LEP review.

Coast to Capital

An updated version of our Assurance Framework has been drafted to address these recent changes (Annex B). The changes in summary are:

- LEP Review section has been added in Chapter 3 of the Assurance Framework. This highlighted the exemptions that have been granted by the Government relating to the composition/recruitment of our Board
- A clear reference to the requirement of publishing separate Expenses registers alongside the Gifts and Hospitality register. This expenses register will be developed with our Head of Finance and be a summary of costs for our Staff, CEO, Chair and Board members.
- Added a Reference to "Mid-Year Reviews" to our Scrutiny section.

We have been in contact with our deputy Area Lead, Sarah Bosley, to ascertain clarity on the publication of an expenses register that has duly been provided. We have also asked our Accountable Body to check that our new amendments do meet the expectations laid out in the National Local Growth Assurance Framework. Finally, this has been reviewed and recommended for approval by our Audit and Risk Committee.

Additional Annual Leave

During discussions at our Away Day it was proposed that as a reward to staff, that the 3 days annual leave taken off during the festive season shutdown (which all staff takes from their annual allowance) be gifted back as extra annual leave days. This was recommended by the Finance and Resources Committee to the Board for approval upon a recommendation from the Acting CEO. We therefore **ask the Board to approve** these additional days as a thank you to staff who have worked hard this year through very challenging times.

Communications

In August and September we issued the following press releases (including highlights from mentions in stakeholder news):

- [Natwest Launches Expert in Residence Programme after Coast to Capital Pilot](#) (featured in Surrey Chamber Business Magazine, Platinum Business Magazine)
- [We are a catalyst for future growth #LEPFutureValue](#)

Business Plan launch summary

Coast to Capital

At the end of July, we implemented a comprehensive campaign for the Business Plan launch, utilizing all of our communications channels for maximum reach. The #BrilliantFuture social media campaign is still ongoing.

Social Media

Our #BrilliantFuture social media campaign showcases specific areas of the Business Plan

Ongoing topics include:

- Our operating environment
- Leading business engagement and support
- Investment in the region
- Regional Projects
- Skills, innovation, and labour markets

We are currently linking the LEP Network #LEPFutureValue campaign with [posts](#).

Media Engagement

Our [press release](#) was featured in the Observer series, Shoreham Herald, and Mid Sussex Times.

Coast to Capital Newsletter

The Business Plan was featured as the headline update in the latest [Coast to Capital Newsletter](#), with an open rate of 20% (industry standard for business and finance newsletters is 21.56% average open rate).

A glossy version of the Business Plan can be found [here](#).

Internal Communications

We held our first in-person Away Day for two years at Crawley College. The team had the opportunity to hear from the Management team on key priorities and to socialise



2:32 PM · Aug 10, 2021 · Twitter Web App

3 Retweets 7 Likes

Coast to Capital

with each other. They were also able to visit the Coast to Capital funded STEM building which opened earlier in the year.

Annual Report

The Coast to Capital Annual report can be found at Annex C. This has been reviewed by our Executive Committee and Chair for further scrutiny. Once we have approval for the Annual Report, we will work on a launch plan in conjunction with the AGM, to ensure we get high engagement from our Stakeholders. We **ask the Board to approve** the Annual Report, subject to minor updates required (comments can be viewed in Annex C).

Stakeholder Engagement

We continue to engage with our key stakeholders, from email updates to hosting regular virtual briefings with Local Authority leaders. Recent activities have also included engagement with relevant partners in relation to the LEP review, the Business Plan, and our work priorities. We recently wrote to all MPs within the Coast to Capital region, calling for their support of LEPs. As well as hosting a follow-up briefing meeting which was well-received, with eight MPs attending.

Julie and Tony have been running a series of stakeholder engagement sessions, including meeting with local authority leaders, the Region's MPs, and BIDs, Chambers, and business associations. These briefings have been well received and were a chance to update everyone on both the latest economic picture in our region and also the work of the LEP.

3. Labour Market, Skills and Innovation

Local Skills Improvement Plan and Strategic Development Fund

In the recent Further Education White Paper, the Government introduced a policy called Skills Accelerators. This set out the concept of Chambers of Commerce, or other business representative organisations, leading engagement with businesses to understand their skills needs and develop potential solutions to those with the Further Education sector in the form of a Local Skills Improvement Plan (LSIP). It also announced a pot of strategic development funding (SDF) for Further Education institutions.

These initiatives are to be trialled through pilot areas and on 19 July Government announced that both bids from Sussex had been successful. Sussex Chamber of Commerce has been appointed as an LSIP trailblazer and Chichester College Group will

Coast to Capital

lead a Strategic Development Fund pilot across Sussex and Brighton and Hove (focusing on green technologies). The full list of successful bids can be found on the Government website [here](#). Detail on the LSIP appointment can be found in the Sussex Chamber of Commerce press release [here](#), and information on the SDF award can be found on the Chichester College Group website [here](#).

We are pleased that the Skills 360 Board can work collaboratively with Sussex Chamber of Commerce, Chichester College Group, and South East LEP on the development of an LSIP and the delivery of the SDF for Sussex.

In terms of the LSIP, the relationship between the Chamber and our employer-led Skills 360 Board will be key to understanding demand, with business representatives bringing a wealth of expertise and sector-specific experience, and a commitment to understanding and tackling skills gaps. The LSIP will build on existing data analysis and research activity that the Skills 360 Board has already carried out to better understand skills shortages in priority sectors within the LSIP geography.

Construction Sector Spotlight

The skills team is working with consultants, Genecon, to produce a report which maps out the people and skills that will be needed to deliver the pipeline of construction and infrastructure projects over the next 10 years in the Coast to Capital area.

Genecon is engaging with a range of stakeholders to gather anecdotal evidence to support the data, including local and national construction companies, larger national organisations such as Highways England and Network Rail, and environmental organisations such as Environment Agency and Surrey Wildlife Trust. Where stakeholders are delivering capital projects, these conversations have been followed up with a questionnaire to gain quantitative data on the size and type of workforce and the associated skills that will be required to deliver the planned projects over the next 10 years.

We will hold an event towards the end of the year to share the key findings of the report, and to bring together employers and training and education providers to discuss collaborative opportunities to address current and emerging skills gaps in the sector.

Institute of Technology (IoT)

It was announced on 11 May that the proposal for an IoT in Coast to Capital, led by Chichester College Group, had been successful in passing the first stage and is one of



the 13 proposals shortlisted to a final competitive stage. We are awaiting the results which we expected will be announced in the late Autumn.

Home Decarbonisation Academy

We have paused activity on this project whilst we assess how we move forward with fewer resources. Various linked initiatives have emerged that we need to consider, such as the focus on green tech skills, including home decarbonisation in the Sussex Strategic Development Fund, plans in the Crawley Town Deal around Home Decarbonisation, and developing plans at the University of Brighton. We have conversations planned with these partners to understand how we can join forces and maximise efforts with fewer resources.

Enterprise Adviser Network (EAN) and the Careers Hub

Growth plans

The business plan sets our intention to explore ways to expand the EAN and Careers Hub across the region, including coastal areas, and we will do this in collaboration with local authorities and local business partners.

As a first step, and to help tackle dis-advantage, we have been discussing ways the growth of the EAN with our upper tier local authorities. Our strategy is to explore opportunities for local authorities to match fund provision for an Inclusion Enterprise Coordinator to enable us to offer full coverage of support to special educational needs schools and alternative provision centers, many of which have high numbers of students with free school meals. The conversations have been positive but no firm decisions will be made until after the outcome of the LEP review.

Innovating to achieve

Despite repeated school/college closures and disruption to education, we have been able to provide many invaluable employer encounters and initiatives to help every young person in their next best step during the last academic year.

The EC team has worked hard to adapt, by delivering encounters virtually and providing our funded online events for young people to make careers education accessible through the pandemic. Key successes have included collaboration with partners to deliver wide-scale and inclusive events such as What Next Sussex, Next Steps Surrey, Hello Future, Crawley STEM fest and the Coast to Capital Virtual Careers Fair.

Coast to Capital

Progress against targets

Given the challenges for education institutions this year, The Careers & Enterprise Company revised targets for Enterprise Coordinators in March. Following analysis of our school evaluation returns at the end of Summer Term, we are pleased with our progress against the revised targets and have achieved above the national average for 3 benchmarks. It was particularly difficult to engage schools with conflicting priorities in virtual or face-to-face work experience this year which has impacted our progress in benchmark 6 (experiences of the workplace). However, we did meet our target in that 100% of schools and colleges in the network are partially or fully achieving the benchmark.

Strategy for the year

We are now expected to develop an annual Careers Hub strategy, and our focus for next year will be to raise awareness of technical and vocational routes, to remove barriers to access, and to help young people to transition smoothly into their next best step. We will continue to support our networked institutions to build mutually beneficial, long-term, and sustainable partnerships with employers and will explore effective ways to measure impact.

Investment Update

Growing Places Activity

The Growing Places Fund Committee (GPFC) met in September and was updated on the portfolio's performance. The Committee also received a fresh review on the three matters discovered in January 2019 regarding employee one from our legal advisors and insurers. The review is part of the process for consideration for the future use of the fund. A further review and recommendation regarding funds to be held back in reserve as a contingency for the three matters will be tabled at a future Audit and Risk Committee. The future use of the fund is subject to the outcomes of the Government LEP review and the Board's approval.

4. Diversity Statement

Any position on Equality, Diversity, and Inclusion has been covered above in this paper.

Coast to Capital

5. Legal Statement

This paper has been reviewed by the Brighton and Hove City Council as the Accountable Body.

6. Finance Statement

There are no further financial considerations of the paper other than those mentioned.

Annexes:

Annex A – Top Company Risks

Annex B – Assurance Framework Version 8.1

Annex C – Annual Report

Coast to Capital

Reference: Coast to Capital Board Meeting
Date: 14th October 2021
Report Title: Chair's Report
Report by: Julie Kapsalis
Item No: 7b
Part: A

Recommendation:

The Board is asked to note the Chair's Report.

1. Chair's Report

Since our last Board meeting in July, much has taken place and it has been a transitional time for the business. I am pleased to provide the following summary of my activity as Chair during this period.

Catalyst South

- I continue to attend the monthly Catalyst South Chairs and CEOs meetings and also attended the August LEP Network Board (on behalf of Catalyst South).
- I have formed and Chair, a Catalyst South group of Board Diversity Champions.
- I have had an introductory call with the new Chair of Enterprise M3 LEP – Michael Queen.
- I met with the Chairs of Solent and Thames Valley Berkshire LEPs – Brian Johnson and Bob Beveridge – to discuss the LEP Review.
- In September I was elected as Chair designate of Catalyst South to take over from Christian Brodie (SELEP) from January 2022.

External Stakeholders

On behalf of Coast to Capital I attended the following external events/meetings:

- Call with Local Authority Leaders.
- Call with region's MPs – this is being followed up by a series of one-to-one calls in October and November.
- Call with leaders of business membership and representative groups.
- Monthly updates with the CEO and Director of Corporate Affairs at Gatwick Airport Limited.
- Call with Crawley Borough Council CEO to discuss the Innovation Centre.
- Correspondence with Henry Smith MP and Thales on the Innovation Centre.
- Visit the Charleston Trust to discuss Sussex Modern with the Vice-Chair of SELEP.
- Call with the Chair and CEO of the UK Innovation Corridor.
- Visited the GBMet Pelham Street campus to see the impact of Coast to Capital's investment.
- Attended the Parliamentary Advisory Committee for Sales.
- Attended the Women & Enterprise All-Party Parliamentary Group.
- Visited the wonderful new School of Nursing & Allied Health at the University of Chichester.
- Attended the Surrey Growth Board alongside Enterprise M3 LEP.
- Attended the Asian Women of Achievement Awards.
- Continue to work with mnAI on the disaggregation of data and our commitment to the Rose Review.

Board Engagement

I have had meetings and calls with several Board members including:

- Karen Dukes
- Amanda Jones
- Frances Rutter
- Rosaleen Liard
- Richard Hopkins
- Claire Mason
- David Joy
- Cllr Natalie Bramhall
- Professor Jane Longmoor
- Cllr Mark Brunt

I will be setting up calls shortly with those of you to who I have not spoken with.

I have also held regular calls with Geoff Raw, CEO of Brighton & Hove City Council – our Accountable Body.

Internal Meetings

- I continue to hold weekly meetings with the CEO/Acting CEO.
- I am pleased to have visited the Coast to Capital offices on many occasions since they re-opened in the summer.
- I was sad not to be able to attend the team Away Day but shared a personal

message of thanks with the team.

2. Diversity Statement

This paper has no Diversity Statement to make.

3. Legal Statement

This paper has undergone a legal review by the Accountable Body

4. Finance Statement


There are no decisions to be taken in this report and therefore no financial implications.

Annexes:

None

	Risk Grouping	Risk Examples	Risk Owner	Inherent Combined Score	Key Current Mitigations	Residual Combined Score	Planned Actions	Due Date
1	Change in political climate creates remit, funding and strategic priority uncertainty	<p>Uncertainty on the ask of LEPs, including potential boundary changes in light of the Governments LEP review.</p> <p>Lack of clarity around the LEP involvement and link to the 'Leveling Up' agenda, causing difficulty to strategically plan longer term</p> <p>Political uncertainty: around the principle of the Government devo white paper, that will confirm the context of LEPs following LEP Review.</p>	JS/AM	16	<p>Engagement with local authorities to build regional identity.</p> <p>Working closely with local businesses on strategic projects for the region.</p> <p>Board mandate to develop a regional programme that aligns to Stronger, Smarter Greener; leading the development of strategic investments for the region.</p> <p>Engagement with the LEP Network, MPs, stakeholders, ministers and senior civil servants around the regional programme, and LEP workstreams to raise our profile, and to help influence decisions.</p> <p>Proactive work through Catalyst South, to ensure that our analysis, collaborative work and influence sets the right context across the wider South East.</p>	12	<p>Coast to Capital is being proactive, and building our identify: developing tools to increase our influence.</p> <p>Understanding how the LEP can be agile to changing political climate/funding through scenario planning.</p> <p>To prioritise the regional programme workstream to include consultancy work linked to income generation.</p>	01 November 2021
2	Lack of resources, prevents delivery, inhibits growth, or reduces morale	<p>Workload on team members cannot be adequately met by current resourcing.</p> <p>Teams are not able to meet stretching objectives, and are not resilient to staff absence/ peaks of work. Delay in corporate projects because of peaks in demand</p> <p>Resources are limited, so unable to respond to increases in demand. Staff unable to complete all aspects of complex tasks.</p> <p>Limitation on staff rewards, talent management, investment in staff leads to poor staff retention</p> <p>Staff overloaded leads to decline in morale, well-being, long term sickness, mental and physical health issues.</p>	JS/AM	16	<p>Business planning exercise for 21/22 financial year. Includes budget setting and use of contingency.</p> <p>Reviewing performance management process for 2021/22 to ensure objectives are clear and system is easy to use.</p> <p>A training programme is in place focusing on management, professional skills, and linking to our Values.</p> <p>Staff welfare policy and wellbeing of staff</p> <p>Prioritisation of key business areas will be implemented and reflected in the 2021/22 Business Plan.</p> <p>CE and Chairmans Committee forum to discuss key business areas.</p>	12	<p>CEO to review pay strategy in light of 21-22 budget.</p> <p>Review of resourcing requirements following outcomes of LEP review.</p>	Ongoing
3	Coast to Capital does not continue to be a going concern	<p>Expected income streams are not realised.</p> <p>Local authorities facing significant financial challenges.</p> <p>Ongoing costs become unmanageable.</p> <p>Unplanned costs materialise. (Cost are not aligned with income).</p> <p>Local Authorities in the Coast to Capital area experience significant financial challenges.</p>	ST	12	<p>Chair & Chief Executive working closely with the LEP Network to secure longer term income commitments</p> <p>Head of Finance ensuring strong financial governance in place including:</p> <ul style="list-style-type: none"> - Annual Budget, followed by quarterly forecast - Quarterly review of cash flow and adoption of Treasury Policy - Formal tracking and monitoring of income put in place <p>Monthly Reporting to the Board.</p>	8	Create separate finance risk register	01 December 2021
4	Coast to Capital suffers a breakdown of internal control and/or approval processes	<p>Errors in work due to a breakdown in internal structure and/or communication results in failures which damage reputation and effectiveness of Business.</p> <p>Lack of clear internal control increases likelihood of financial mismanagement</p> <p>High numbers of Complaints, FOI or Whistleblowing from poor operation meaning a large undertaking of staff time and damage to C2C reputation</p> <p>Litigation resulting in high cost for the Business</p> <p>Litigation due to failure to meet basic legal requirements for the treatment of staff. Possible Employment tribunal taking staff time and incurring company cost</p> <p>Rogue Employee</p> <p>Accountable Body not delivering in service resulting in disrupting to day to day business</p>	All SMT	12	<p>Internal controls, checks, risk management and audit for LGF investment lifecycle. Strong and Robust Investment Committee in operation.</p> <p>Fully compliant Assurance Framework which details decision making processes annually reviewed.</p> <p>Media handling arrangements in place for complex cases including GPF.</p> <p>Robust Complaint Policy and Whistleblowing Policy in place.</p> <p>Employee handbook launched on 1 January 2020. Strong contract management in place with SME Adviser.</p> <p>Strong contract management with Accountable Body.</p> <p>Contingency in place including sign off and payments. Delegation of Authority determined.</p> <p>Risk Policy updated and risk appetite confirmed.</p> <p>Procurement Policy approved and implemented.</p>	8	Audit Plan to be agreed by Audit and Risk Committee (Nov 2021)	
5	Negative perception of the Careers Hub and Coast to Capital reputation as a result of not delivering on the expansion of the Careers Hub.	<p>We are unable to source match funding required to recruit additional ECs to expand the Careers Hub to other areas of the region, therefore unable to meet ambitions of the Careers and Enterprise Company by 2024.</p> <p>Reputational impact due to loss of goodwill and relationships with partners and stakeholders.</p> <p>Projects and initiatives delivered by the Careers Hub and EAN fail to have the desired impact and/or are not received well by employers and stakeholders.</p>	KT	12	<p>Explore opportunities for match funding of the programme with external partners, businesses and stakeholders (LM)</p> <p>Research projects and initiatives in the planning stage to identify objectives, impact measurements and potential uptake. Share the Careers Hub Strategy with the Hub Steering Group and other stakeholders for direction and collaborative support (LM)</p> <p>Ensure risks are identified and mitigated when planning projects and initiatives with providers to support the programme (LM)</p>	9	Share the Careers Hub Strategy with the Hub Steering Group and other stakeholders	
6	The European Structural Investment Fund strategy does not result in significant investment or impact for the area	<p>Pipeline projects are withdrawn, rejected or not contracted by the deadline date, particularly as a result of COVID-19</p> <p>The remaining central pot of ESF has little or no impact locally, especially failure to support recovery from the impact of COVID-19</p> <p>Existing ESF projects fail to support the recovery from the impact of COVID-19</p> <p>Inflexibility of ESF application and appraisal processes delay future ESF projects meaning delivery is too late to respond to the impacts of COVID-19 or projects do not have sufficient time to deliver by deadline of December 2023</p>	KT	12	<p>Maintain regular contact with DWP regarding all pipeline and impact of existing projects</p> <p>Support ESIF Sub-committee to influence progression of projects in the pipeline</p>	9		

7	Regional projects pipeline and agreed programme of LEP involvement does not deliver new investment for the region.	<p>A minimum of six projects cannot be identified and developed for funding this financial year.</p> <p>Pipeline of projects do not align with broad government policy agenda, and specifically within the context of levelling up.</p> <p>Regional projects do not address local barriers to productivity and growth, as set out in Stronger, Smarter, Greener framework.</p>	AM	12	<p>Working in a collaborative and agile way with partners to pool expertise and resource.</p> <p>Themed and prioritised projects which have the closest fit with regional and national strategy, and are scaleable.</p>	6	<p>Regular conversations with partners to define the opportunity to work together.</p> <p>Keeping up to date on significant regional and national developments which relate to the projects.</p> <p>Continually assess the pipeline to make sure we are prioritising projects with most likelihood of progressing.</p>	31 October 2021
---	--	--	----	----	---	---	--	-----------------



**Assurance
Framework
April 2021**

Formatted: Tab stops: 6.08 cm, Left

Formatted: Right

Contents

Title	Page
Contents	1
Version Control	3
1. Introduction	4
1.1 Coast to Capital Local Enterprise Partnership	4
1.2 Our Area	5
1.3 Our Funding	5
1.4 Our Assurance Framework	6
1.5 Our Principles	7
2. Our Strategy	9
2.1 Our Vision	9
2.2 Our Approach	9
2.3 Build Back Stronger, Smarter, Greener	9
2.4 Our Engagement with Partners and the Public	9
2.5 Our Collaboration with Other LEPs	10
3. Our Governance	11
3.1 Our Governance at a Glance	11
3.2 Our Board	11
3.3 Our Policies	21
3.4 Our Committees	23
3.5 The Operation of our Executive Team	25
3.6 Our Accountable Body	34
4. Our Investments	37
4.1 Our Accountability for Public Funding	37
4.2 How we make Decisions on Grant Distribution and Loan Distribution	37
4.3 Our Funding, Programmes and Schemes	37
4.4 Monitoring of Existing Grant Investments	39
4.5 Action to Recover Funds	41
4.6 Future Grant Investments and Pipeline Projects	42
4.7 Achieving Value for Money	44

Annexes

Annex	Title	Page
A	Nominations Committee Terms of Reference	46
B	Finance and Resources Terms of Reference	49
C	Audit and Risk Committee Terms of Reference	52
D	Joint Committee Terms of Reference	54
E	Investment Committee Terms of Reference	58
F	Investment Committee Sub-Committee Terms of Reference	62
G	Growing Places Committee Terms of Reference	64
H	Skills 360 Board Terms of Reference	68
I	EU Structural and Investment Funds (ESIF) Committee	72
J	Executive Committee Terms of Reference	73
K	The Transport Assurance Framework	75
L	How Funding Decisions are made	78
M	Monitoring and Governance for Projects with Grant Funding	84
N	Coast to Capital Output Definition and Evidence Requirements	87
O	High Risk Monitoring Protocol	90
P	Funding Withdrawal Protocol	94

In addition, the following policies can be found on the Coast to Capital website:

- Anti-Fraud and Anti-Bribery Policy
- Complaints Policy (including Confidential Complaints Procedure)
- Conflicts of Interest Policy
- Directors Expenses and Remuneration Policy
- Equality, Diversity and Inclusion Policy and Anti-Racist Policy
- Gifts and Hospitality Policy
- Procurement Policy
- Risk Policy
- Whistleblowing Policy

The Board Director Code of Conduct and the Declaration of Interest Form can also be found on our website.

www.coast2capital.org.uk

Field Code Changed

Version Control

Version	Reason for update	Publication date
V8.1 - 2021	Updated following exemptions given due to ongoing LEP Review	October 2021
V8	Updated following a Governance Review in line with our annual review of the Assurance Framework	April 2021
V7	Updated to respond to annual review of Assurance Framework	January 2020
V6.3 - 2019	Compliant with 'National Local Growth Assurance Framework' (January 2019) – Signed off by Accountable Body and Board	March 2019
V6.2 - 2019	Draft version shared with Board members and updated with feedback	-
V6.1 - 2019	Draft version reviewed by Accountable Body	-
V6 – 2019	Updated to comply with 'National Local Growth Assurance Framework' (January 2019) – Draft for Board consideration	-
V5 – 2018	Updated to comply with 'Local Enterprise Partnership governance and transparency: best practice guidance' (January 2018)	February 2018
V4 – 2017	Final version 2017	February 2017
V3 – 2016	Draft version produced to comply with 'Local Enterprise Partnership National Assurance Framework' (November 2016)	November 2016
V2.1 - 2016	Updated for 2016	March 2016
V2 – 2015	Final version 2015	March 2015
V1 – 2015	Draft version produced for Growth Deal 2015	January 2015

1. Introduction

1.1 Coast to Capital Local Enterprise Partnership

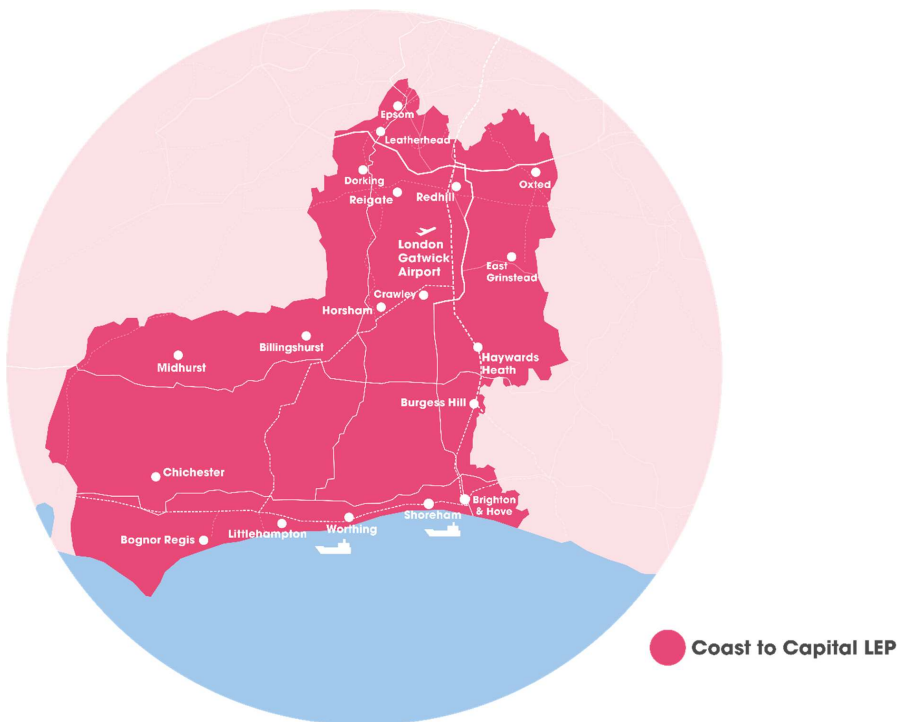
Coast to Capital is one of 38 Local Enterprise Partnerships (LEPs) across England. As a LEP, we are here to provide strategic leadership, connect business with support and act as a catalyst for transformational change. As an ambitious and professional business-led collaboration between the private, public and education sectors, we work in partnership to deliver a successful strategy for economic growth.

In its National Local Growth Assurance Framework Government confirms that LEPs should focus their activities on the following four activities to support the development and delivery of their Local Industrial Strategy:

- **Strategy:** Developing an evidence-based Local Industrial Strategy that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across their area.
- **Allocation of funds:** Identifying and developing investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impacts of its activities to improve productivity across the local economy.
- **Co-ordination:** Using their convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public and third sectors.
- **Advocacy:** Collaborating with a wide-range of local partners to act as an informed and independent voice for their area.

1.2 Our Area

The Coast to Capital region has long been the UK economy's unpolished gem. Unprecedented global connections, enviable links into the heart of London, one of the world's greatest cities, and home to the most entrepreneurial coastal city region in the country.



As Croydon is a gateway between our region and London, Croydon Council and the London LEAP continue to be a key strategic partner. In recognition of the wider Greater Brighton area which includes Lewes and Newhaven we work closely with Lewes District Council and the South East LEP.

1.3 Our Funding

We prepare our annual budget so that there is transparency to our funders, partners and the public about how we use our funding. Our budget is published in our Business Plan each year which is available on our [website](#). Our activities and expenditure fall into four categories which includes core, investment, contracted and discretionary expenditure.

- **Core** - includes provision for our corporate affairs function including the Chief Executive, Governance, Board and Accountable Body services. It also includes

the administration of the office and corporate overheads, and our business engagement and communication function. This is funded primarily by our Core Grant from Government and contributions from our Local Authority partners.

- **Investment** - includes provision for the costs of administering and monitoring the Local Growth Fund (LGF), Growing Places Fund (GPF) and the Growth Grant Programme (GGP). LGF, GPF and Growth Grants are fully capitalised and we receive commercial revenue from our Growing Places Fund.
- **Contracted** - includes provision for delivering services for Government such as the Growth Hub and Enterprise Advisor Network. We receive grants to fully fund the Growth Hub and part fund the Enterprise Adviser Network (50%).
- **Discretionary** - includes provision for delivering our Policy & Strategy work.

Coast to Capital is a company limited by guarantee (company number 08166412) and our accounts are published on Companies House and our website. We also include a financial statement each year in our Annual Report which is published on our [website](#) and includes the total:

- amount of funds within the LEP's direction or control at the start and end of the financial year¹;
- amounts committed by the LEP to external organisations through grants and risk finance (loans, equity, guarantees and quasi-equity);
- amounts committed to suppliers to purchase goods, works or services; and
- amounts incurred in running the LEP (for example salary costs, lease payments and expenses).

The financial statement includes a link to our accounts on the Companies House website. We also provide a link to the Accountable Body accounts on our website.

Coast to Capital looks to trade fairly with all suppliers and therefore seeks to pay all invoices recognised as accurate and in line with expectations within 30 days of receipt in the mail box accounts@coast2capital.org.uk.

1.4 Our Assurance Framework

This 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 and the way we make decisions, as well as our scrutiny, audit, transparency, probity and professionalism in the way that we conduct business.

Coast to Capital's governance and assurance mechanisms have been designed to be compliant with the Government's National Local Growth Assurance Framework and

¹ This shall include money committed to the LEP but paid into the Accountable Body's bank account to be invested at the LEP's direction, any commercial funds which it has generated and legacy funds generated from investments, but not including the value of any assets which it holds. It shall also not include funds which the LEP has a role in allocating but does not currently commit such as European Structural and Investment Funds.

follows its guidance in relation to best practice in the way we run our organisation and make our decisions. This demonstrates our absolute commitment to public accountability. Coast to Capital is predominantly publicly funded and therefore we have a legal duty to be transparent and accountable for the public money we spend. Our commitment is to demonstrating that a transparent and robust decision-making process is at the heart of everything we do.

Our Assurance Framework is published on the Governance page of our [website](#) and reviewed annually. It is updated in line with any changes to the National Local Growth Assurance Framework. We notify the Ministry of Housing Communities and Local Government (MHCLG) if we are considering any significant changes to our Assurance Framework.

This document focuses on 'how' Coast to Capital operates rather than what it does. The Coast to Capital website www.coast2capital.org.uk contains full and up to date details on our activities.

1.5 Our Principles

Transparency and accountability are at the heart of everything we do and fundamental to our culture as an organisation. This section details our commitment to transparency.

Transparency

We hold ourselves to operating to the highest standards of public accountability and transparency. In our governance framework there is a presumption on decision making being transparent and in the public domain unless there is very good reason for it to not be (for example because of commercial confidentiality or legal privilege).

To this end we have adopted specific measures within this Assurance Framework to ensure that when we make decisions regarding the deployment of public funding, we allow members of the public to express their views in advance of those decisions being taken; and that when we make decisions, they are published in an open and transparent manner.

However, as we are a private company we need to be able to conduct business in an entrepreneurial style, as is common place within the private sector and also adopt an associated private sector risk appetite for investment. It is essential that we operate a risk appetite in line with best in class private sector organisations bringing innovation and entrepreneurship to the work we do, whilst simultaneously ensuring the highest standards of transparency and governance when spending public funds.

Therefore, papers and minutes for the Board and any Committees which involve discussions, recommendations or decisions about public money will be published; however, commercially sensitive information may be redacted. We are committed to meeting the timelines below:

- meeting agendas and papers to be published 5 clear working days before the meeting takes place; and
- minutes of Board meetings to be published within 10 clear working days of the meeting taking place. This may be in draft if internal LEP processes require clearance before the minutes are finalised. The final minutes of Board meetings must be published within 10 clear working days of being approved.

The Board and Committees will make decisions on merit having considered all of the relevant information available at the time of evaluation. Any decision that is made in contravention of the processes set out in the Assurance Framework will be invalid on the basis of non-compliance unless the Board has given prior approval for variation in the decision-making process having taken advice from its Accountable Body beforehand.

Commitments

Our Board Directors and Officers demonstrate the highest standards of conduct when carrying out their responsibilities and have regard to the following principles in their work. Our Board Directors and Officers are committed to:

- Acting solely in the public interest in line with the Nolan principles; making decisions purely on merit, in accordance with agreed LEP processes and act with regularity and propriety when managing public money;
- Keeping records which demonstrate they meet all their legal obligations and all other compliance requirements placed upon them ensuring these are accessible if requested;
- Actively cooperating with stakeholders and other regeneration organisations, including other LEPs. This involves engaging deliberately and constructively with all stakeholders and partners in order to collect information which can be factored into decisions;
- Ensuring partnership working and engagement on projects or decisions which are likely to have an effect across LEP borders or significantly affect the plans of another LEP;
- Championing successes within their communities, including bringing to the attention of Government local growth projects which should be recognised as innovative or examples of best practice and ensuring that stakeholders are able to make informed decisions on local growth matters;
- Championing diversity and operating in line with our Diversity Statement, including reporting to the Board on progress and how improvements can be made at each Board meeting and nominating a Diversity Champion; and
- Working with LEP Network.

2. Our Strategy

In 2018 we published our ambitious Strategic Economic Plan, 'Gatwick 360'. Following this, we undertook extensive research, analysis, and stakeholder engagement to prepare a Local Industrial Strategy. This put us in an extremely strong position to prepare a recovery strategy following the pandemic in 2020. We were pleased to publish 'Build Back Stronger, Smarter, Greener' in September 2020. These strategy documents and our evidence base can be found on our website.

2.1 Our Vision

Our vision is 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.

2.2 Our Approach

Coast to Capital produces a Business Plan which explains what we aim to do in order to deliver our vision and priorities. Our Business Plan is published at the start of each financial year on our [website](#).

2.3 Build Back Stronger Smarter Greener

Our strategy Build Back Stronger, Smarter and Greener sets out a compelling case for a series of place based, transformational infrastructure projects for our area that will speed recovery and accelerate growth. These will address long term productivity challenges in our economy as well as the significant short-term impacts of the Coronavirus pandemic, identified in our Coronavirus (COVID-19) Economic Impact Assessment. More information on this strategy can be found on the website.

2.4 Our Engagement with Local Partners and the Public

Strategy development is led by our Strategy & Policy team. We are committed to consulting and deliberately and constructively engaging with key stakeholders on everything that we do, in particular strategy development. This includes:

- Our Board
- Area Partnerships
- Private sector stakeholders
- County and Local Authorities
- Government departments
- Subnational bodies
- Third sector representatives
- Community interest groups
- Universities and research institutions
- Further education stakeholders
- Other LEPs
- Task and Finish groups as required

- Public consultation (via our website)

Our Communications Framework guides the work we do to communicate our work to local partners and the public which also includes how we inform them of future strategy development. This Framework is available on request and includes up to date website information, marketing strategies including social media, monthly newsletters, press releases and targeted communications.

2.5 Our Collaboration with other LEPs

Our economic interests are served by identifying as part of the wider South East region, across Local Enterprise Partnership boundaries. We value our relationships with our LEP partners and are currently working successfully as part of Transport for the South East and the Greater South East Energy Hub. Up to date information on these partnerships and related strategies can be found on our website.

We engage bilaterally with our partner LEPs and are also part of 'Catalyst South' which brings together LEPs across the wider South East to identify areas for collaboration and to maximise the impact of our engagement with Government. Coast to Capital, Enterprise M3, Hertfordshire, Solent, South East and Thames Valley Berkshire LEP are members of Catalyst South.

Collaborative Working

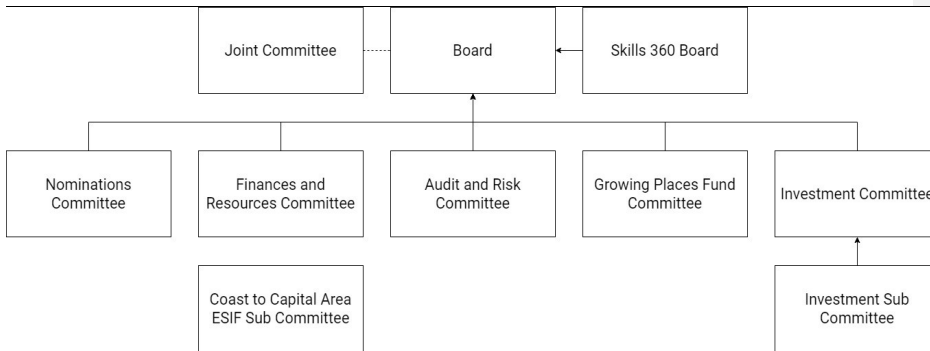
We are committed to working with other LEPs to maximise the impact of our strategy and investment across local geographies. We engage with other LEPs on projects and decisions which are likely to have an effect across our boundaries. Our collaborative activity and opportunities for collaboration is reported to the Board as appropriate at each meeting as part of the Chief Executive report.

Coast to Capital is also committed to working with the LEP Network to discuss issues of shared importance as a sector, engage with Government, and share knowledge and good practice.

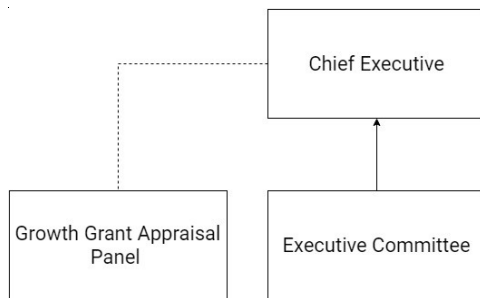
3. Our Governance

3.1 Our Governance at a Glance

The Board governs our organisation and takes the key strategic decisions to determine our strategic direction and our region’s strategic economic plan. The Board delegates certain responsibilities and authority to its Committees. These report back into the Board and operate at a more operational level ensuring that there is oversight and governance around the day to day running of the LEP.



The day to day operation of the LEP is in turn managed through the Executive Committee which is chaired by the Chief Executive and attended by the senior leadership team. Operational teams are organised around three separate areas of work, Strategy & Policy, Investments and Services which are all supported by the Corporate team.



3.2 Our Board

Coast to Capital has a Board of Directors (the Board) comprising:

- the Chair who is drawn from the private sector;
- the Vice Chair who is drawn from the private sector;
- the Chief Executive;

- ten Directors drawn from the private sector;
- three Directors drawn from local authorities;
- two District Council Directors;
- a Director from further education; and
- a Director from higher education.

The composition of the Board is in accordance with the Government guidance that the maximum number of Directors should be 20.

We are also able to appoint up to three persons as co-opted Directors for their specific skills and expertise and to bring diversity to the Board for a term length of one year. Any persons so co-opted will be required to adhere to the same standards as Board Directors.

We also appoint Independent Members to our Committees to bring relevant skills and expertise as required. This is set out in our Committee Terms of Reference.

A named Board Director represents and engages with the Small and Medium Enterprise (SME) business community as our SME Champion. Details of Board Directors and their specific roles, including our SME Champion and Equality and Diversity Champion within Coast to Capital, are set out on our website. We have also identified Board Sponsors for key sector/priority areas. These are also set out on the website.

A representative of the Accountable Body, which ensures that Board decisions are consistent with best practice on public expenditure also attends Board meetings in an advisory capacity.

Board Directors must live and/or work in the Coast to Capital area or have strong connections to the area.

Board Director Duties and Accountability

Every Board Director is bound by the legal duties of Directorship under the Companies Act 2006. These include acting in the interest of the LEP as a company and avoid conflicts of interest in conducting LEP company business.

Board Directors have to adhere to the seven principles of public life, also known as the Nolan Principles. All Board Directors are required to sign an undertaking to abide by the Nolan Principles as part of our Board Director Code of Conduct.

The Board is responsible for ensuring Coast to Capital achieves its purpose and is properly and legally managed. The key function of Board Directors is one of governance rather than management ensuring that the organisation operates effectively rather than doing the work themselves. The scope of responsibilities include:

- Organisational purpose

- Leadership
- Integrity
- Decision-making, risk and control
- Board effectiveness
- Diversity
- Openness and accountability

As stated in the Board Director Code of Conduct Board Directors are accountable for their decisions and must co-operate fully with whatever scrutiny is appropriate to their position. Board Directors must be as open as possible about both their decisions and actions and the decisions and actions of the LEP. In addition, Board Directors should be prepared to give reasons for those decisions and actions.

Board Directors are appointed on the basis of their skills / knowledge and their ability. On this basis they have a duty to share knowledge of that sector and in taking decisions to put forward the collective views of that sector to aid the Board in making high quality decisions. In discharging this duty, Board Directors are expected to consult and canvas as relevant their respective sectors to inform Board discussions and decisions.

In exceptional circumstances, a Board Director may be asked to perform an executive role where their expertise or experience is required. This will be for a defined period only and on advice by the Chief Executive and agreement by the Chair. Any arrangement agreed will be confirmed in writing and shared with the Board.

Board Remuneration Policy

All Board Director roles as described above, but with the exception of the Chief Executive and Chair are non-remunerated.

The Chief Executive is paid a salary which reflects market rate for the role. This is set in consultation with recruitment advisors, reflecting market rates for equivalent roles including in Local Government. The pay rate is reviewed periodically, most recently in January 2018. The Chief Executive is not eligible for a bonus, unless in exceptional circumstances as agreed by the Chair. The salary is adjusted annually in line with the Coast to Capital pay settlement, which is agreed by the Finance and Resources Committee.

The Chair role became remunerated in August 2020 currently set at £20,000 per annum. This is flat for three years after which it will be reviewed.

Diversity Statement

Coast to Capital is committed to equality and diversity and is continually striving towards improving inclusion and supporting an inclusive culture. We work across a diverse and vibrant region and believe that our impact is enhanced through championing inclusion and reflecting the dynamic businesses and communities that we support. We understand the inherent value of diversity and aim to proudly

celebrate and respect our individual differences. Diversity fosters growth and innovation and is integral to the delivery of our strategy.

Through our strategy work we have an excellent understanding of the economic and geography of the area; however, we are currently undertaking analysis to understand in more detail the diversity of the region including the demographic makeup of the population and the proportion of businesses that are female owned-led for example. We are tailoring and targeting our support in response and plan to extend this beyond gender. Our use of data and monitoring is a priority for the coming year.

We exceed the current requirement that at least one third of our Board Directors are women. We are also committed to equal representation of men and women on our Board by the end of the 2022-2023 financial year. A named Member of the Board is our Equality and Diversity Champion which is set out on our [website](#) along with a description of the role and its responsibilities.

Coast to Capital is committed to diversity on all its Committees and when recruiting to these and the Board, we look to ensure diverse representation which is reflective of the local population as a key requirement of filling vacant posts. Diversity considerations are an integral part of our Board and Committee recruitment processes, from advertisement to interview and subsequent appointment. Our Committees will be reviewed annually to ensure they are reflective of the local population with guidance from our Equality and Diversity Champion.

A report on diversity will be provided in the Chief Executive Report at every Board meeting. This will include a progress update and recommendations about how improvements can be made. Our Board and Committee papers consider diversity implications across all our projects and programmes.

Ensuring diversity in our engagement with local communities and businesses is a key part of our engagement plans in relation to our strategy development. Our approach to engagement will be kept under review and reported to the Board.

We publish an Equality, Diversity and Inclusion policy which can be found on our website and includes more detail on how we operate in line with the commitments above.

Our Chair

Our Chair's responsibilities are to:

- Provide leadership and set the strategic direction of Coast to Capital - to ensure the development and implementation of our strategy to promote economic growth in the area
- Being a champion at a national level through the LEP Network and Ministerial engagement, and at the South East level through the Catalyst South Chairs Group

- Be a figurehead for the wider regional business community and our partners, demonstrating an understanding of the economy and building traction on the issues raised to support and attract business growth
- Advocate for the economic, commercial and demographic issues facing the area, particularly strengths and opportunities that should be taken to drive forward economic growth
- Chair the Board of Directors meetings
- Take a leading role in determining the structure of the Board and leading the appointment of Board Directors and the Vice Chair
- Work collaboratively with the Board and executive team to build a strong organisation based on best practice from the Private Sector
- Ensure that Coast to Capital is run in a transparent and accountable way, in compliance with the Assurance Framework and adhering to the seven Nolan Principles of public life
- Be the line Manager for the Chief Executive and provide support, advice and challenge to them
- Ensure that relevant, accurate, timely and clear information is provided to the Board through the executive team in order to make sound decisions, monitor issues and provide advice. In particular in relation to setting priorities, developing plans, monitoring performance, managing risks and ensuring that there are enough resources available
- Contributing to the development of an effective private, public and education sector partnership to achieve practical outcomes with a consensual approach
- Attending and chairing working groups and other meetings on specific issues and engaging with stakeholder groups and forums such as Transport for the South East or seek nominations from others to do so
- Declare any interests that may be relevant to any Coast to Capital decisions and comply with the Code of Conduct and relevant policy
- Represent Coast to Capital at high profile events including speaking opportunities
- Understand and commit to Coast to Capital's Equality and Diversity aspirations and policy

The Chair may be a member of Coast to Capital Committees and provide contributions and expertise; however, they would not be expected to Chair any Committees.

Our Vice Chair

Our Vice Chair's responsibilities are to:

- Support the Chair to deliver their duties;
- Deputise for the Chair at Board and other meetings as required as a proxy, also in instances when the Chair is conflicted;
- Support the Chief Executive with operational matters and key relationships;
- Foster positive working relationships amongst Board Directors and exemplify Board Director behaviour and input;

- Attend Coast to Capital Board meetings and provide support to Board members and Committees as required;
- Act as an ambassador and champion for Coast to Capital, engaging in projects which require Board member leadership;
- Advise the Executive Team and support strategy development; and
- Ensure that the LEP acts in a transparent, efficient and effective way.

Our Private Sector Directors

As a business-led organisation our success depends on the strength of our Private Sector Directors and we are committed to promoting strong business sector representation on the Board. Through our recruitment processes and succession planning we ensure that we have business representation which is reflective of the culture and diversity of our area and businesses.

At least two-thirds of the Board must be representatives from the private sector. A Private Sector Director must be or have been employed by an organisation not including Central Government, Local Government or a public corporation as defined for the UK National Accounts Sector Classification. Those from Higher Education, Further Educational Institutions or third sector organisations are not classified as public sector organisations for this purpose.

Our Public Sector Directors

The Board is directly accountable to the public through the three democratically elected directors drawn from the upper tier and unitary authorities in our area. Our Public Sector Directors are the Leaders of Surrey County Council, West Sussex County Council and Brighton and Hove City Council.

There are two District Council Directors on the Board. One representing the District and Boroughs of the area around Gatwick and one representing the Districts and Boroughs across the coastal strip. The role of these representatives is to promote the voice of the Districts and Boroughs and support the delivery of the Coast to Capital mission. Both Directors are appointed by the Chair following a nomination by the Districts and Boroughs they represent. Unless they cease to be the nominated members of their respective authorities prior to the end of the term/s, they will serve a term of two-years with the possibility of serving a further one-year term following approval by the Districts and Boroughs they represent and the Chair. The District Council representatives are also the Chair and Vice Chair of the Joint Committee to ensure continuity and consistency of engagement.

Our FE and HE Directors

There is one Further Education Director and one Higher Education Director on the Board. The role of these Directors is to promote the voice of the education sector to support the delivery of the Coast to Capital mission.

The Further Education Director is appointed by the Coast to Capital Board following a nomination by the Principals in the Coast to Capital area.

The Higher Education Director is appointed by the Coast to Capital Board following a nomination by the Chancellors / Vice Chancellors of the Universities in the Coast to Capital area.

Third Sector Representation

Our Third Sector Board representation is under review. We have a named Third Sector Sponsor on the Board which is set out on the website.

Board appointment process

Board members drawn from the private sector are appointed through public advertisement against a role profile and person specification and are interviewed by the Nominations Committee with appointment recommendations being made to the full Board. Appointments to the Board are made by decision of the Board.

Co-opted Board Directors are chosen for their unique and specific experience and are appointed in the same way as a private sector Board Directors (unless the Board decides otherwise).

The Chair and Vice Chair of the Board is appointed by recommendation of the Nominations Committee following open advertisement and consultation with business, to the Board which makes the final decision.

The appointment of any new Director to the Board must be by a majority vote in favour.

The Nominations Committee Terms of Reference can be found in Annex A.

Director Due Diligence Checks

Prior to the Board considering the appointment of a new Director a full director check will be undertaken by an appointed external reference agency. The check will include but not be limited to:

- Reference checks from two suitable referees;
- Director disqualification and bankruptcy checks;
- Other Directorships checks; and
- A press check.

Where we are legally permitted to do so we will undertake Disclosure and Barring Service checks for unspent criminal records as required.

The results of these checks will be provided to Board Members before consideration of the new director's appointment to the Board.

Board Resignation

The arrangements for the resignation of Board Members is set out in our Articles which can be found on our website.

Terms of office

The period of appointment of a Private Sector Director is three years. On expiry a Private Sector Director shall be eligible for re-election for up to two further three-year periods subject to the recommendation of the Nominations Committee and approval of the Board.

The Chair and Vice Chair's terms of office will run for three years from their appointment with the potential to renew for one further term of a maximum of three years upon a recommendation from the Nominations Committee to the Board. Final agreement to renew must be from a Board majority.

The period of appointment of a co-opted Director shall be one year in line with Government guidance.

Unless they cease to be employed by one of the nominating organisations prior to the end of the term, the Further Education Director and Higher Education Director will serve a maximum term of three-years with no option for re-appointment.

Deputies

Local Authority Directors (excluding District Council Directors) and Higher Education Directors are able to nominate a named Deputy to attend a Board meeting if they are unable to attend. Such nominations shall be notified by the Director to the Chief Executive and Governance Officer in advance. On nomination and prior to attending any meeting in the role of Deputy, the Deputy must complete a Declaration of Interest Form and submit the completed form to the Chief Executive in accordance with Coast to Capital requirements. When acting in the role of Deputy, the Deputy so nominated shall comply with all duties and have the same rights as the Director that they are deputising for. The interests declared by the named Deputy and any expenses incurred by the Deputy in performance of the role on Coast to Capital shall be included on the register/s maintained and published by Coast to Capital for these purposes.

Decision making on the Board

The Board is responsible for making key strategic decisions, for providing strategic direction and for setting priorities for the Executive team. The Board has the following specific responsibilities:

- Approval of the strategy;
- Approval of any submissions made to Government for funding;

- Approval of investments of more than £2 million (or lesser amounts in exceptional circumstances); and
- Accountable to HM Government for full delivery of the Growth Deal.

In the absence of a formal Board meeting the process for allowing decision by exception will be for the Executive to request approval via email. Board approval will be confirmed by the executive receiving a majority of positive responses to the proposal via email. These emails will be recorded and saved centrally. Exceptions include decisions which need to be taken urgently outside of the formal meeting timetable, however decisions on the award of funding will not be taken outside the formal meeting arrangements.

Frequency of meetings and Quorum

Board meetings are held at least four times a year. The quorum for Board meetings is seven Directors the majority of whom shall be Private Sector Directors.

Publication of meeting papers and agendas

The Board meeting agenda and papers will be published no later than five clear working days before the meeting. Agenda items will be marked either Part A or Part B.

- a) Part A items are those which are not subject to restriction under Part B. Papers accompanying Part A agenda items will be published on the website.
- b) Part B items are those items which include confidential information under The Local Authorities (Executive Arrangements) (Meeting and Access to Information) (England) Regulations 2012 (where applicable) which includes:
 - Information provided by a Government department on terms which forbid the disclosure of the information to the public;
 - Where disclosure to the public is prohibited by a court;
 - Where the LEP holds "exempt information" under Schedule 12A of the Local Government Act 1972. This includes information relating to an individual, relating to the financial or business affairs of a particular person (including Coast to Capital itself), negotiations, labour relations, legal professional privilege and in connection to the investigation or prosecution of a crime. or

Papers accompanying Part B agenda items will be clearly marked "Confidential" and will not be published or discussed in the public domain.

The Chief Executive in discussion with the Chair, and partners if relevant, will determine how agenda items are marked, taking advice from the Accountable Body as required.

Any member of the public can submit a comment or view on any agenda item; however we reserve the right to not consider any vexatious, repetitive or malicious

comments. Comments must be sent so that they reach Coast to Capital no later than 36 hours before the meeting to which the comments relate.

Public comments will be considered by the Board at the time of the agenda item being discussed. In this way the Board can take into account public comments before making decisions. If there are voluminous comments in relation to a matter the Board will be presented with a summary covering report produced by the Coast to Capital team. The full comments will be fully accessible to the Board on request. Public comments, or the summary covering report, will be shared in full on the website after the meeting when the minutes are published.

Minutes of Board meetings are to be published within 10 clear working days of the meeting taking place. At the Board's discretion, decisions reached about items marked Part B may be published in the public domain with or without redaction. The Board reserves the right not to publish Part B decisions if those decisions are in themselves commercially sensitive, confidential or not to be placed in the public domain, including any decisions that have legal confidentiality issues, or those which are legally privileged.

Any declaration of interest made at the meeting will be included in the minutes unless agreed with the Chief Executive that the declaration is a 'sensitive interest' as described in the Localism Act 2011 and should be kept confidential. A new declaration of interest will be updated on the relevant Member's register of interest.

Where the Board delegates under the 'Scheme of Delegation' decision making powers to Committees, these have their own transparency arrangements that are detailed later in this document, however are also bound by the requirements of the National Assurance Framework.

Board Secretariat

Coast to Capital provides strong support to the Board through the Chief Executive and the Senior Management Team who are always available to Board Directors and the main point of contact.

We also employ a Governance Officer who provides additional support and an independent Secretariat service to the Board. It functions as a bespoke and specific role with responsibilities to deliver our Board meetings, support Board Directors in addition to help deliver the Governance requirements of Coast to Capital.

We also work in close collaboration with our Accountable Body to support the Board.

Board Performance

On joining the Coast to Capital Board, Members are given a full induction within the first quarter that they are in post. This, along with continuous training, will ensure that Board Directors are adequately supported to provide challenge and direction to the organisation and understand how best to work with Government. Coast to

Capital will utilise the induction and training offer from Government and the LEP Network once this is available.

Annually the performance of the Board is reviewed by the Chair and individual feedback is provided to all members. An annual Board development programme is agreed based on a skills analysis and feedback from the Board. Our Board Development process is currently under review.

Along with the organisational strategy, this process informs Board succession planning and underpins the specific role profile and person specification for planned upcoming Board Director vacancies. Our succession planning includes continually monitoring Board term end dates and forward planning for recruitment of upcoming vacancies in line with current organisational priorities. This is kept under review by the Finance and Resources Committee.

LEP Review

Formatted: Font: Bold

Coast to Capital is, with other LEP's, part of the on-going government-led reviewed into the role of LEP's which has led to exceptional circumstances. Therefore, there may be circumstances where the Board relies on the following discrepancies in meeting the specifications that have been raised in this chapter due to these Exceptional Circumstances. These new temporary exemptions provided by the Ministry of Housing Communities & Local Government to the National Local Growth Assurance Framework: flexibility and are as follows:

- There may be circumstances where the Board That the Coast to Capital Board may opts to extend or temporarily appoint board members/chairs without needing to proceed to a full recruitment, on the basis that a full and open recruitment is conducted after these exceptional circumstances cease. If this exemption applies, Coast to Capital must notify the Area Lead from the Government and provide clear justification for the decision. Any extensions should be within the current financial year only.
- That the Coast to Capital Board may wish to extend a Chair or Deputy Chair beyond normal term. If this exemption applies, Coast to Capital must notify the Area Lead from the Government for consent to extend the term.
- There may be circumstances where hat tthe Coast to Capital private sector composition of the Board is temporarily non-compliant. If private sector representation drops below may not meet its requirements set out in the above framework for private sector composition being two thirds, .of the Board members. Coast to Capital must notify the Area Lead from Government and provide clear explanation of why representation cannot be maintained.
- That the Coast to Capital Board may not meets its requirements set out in the above framework for one third of members to be women with an expectation to be equal by 2023 There may be circumstances where the gender composition of the Board is temporarily non-compliant. Should the Board composition drop below one- third female representation,, Coast to Capital must notify the Area Lead from Government providing clear explanation of why representation cannot be maintained

If any of the above are to be enacted, the LEP will contact its Area Lead from Government evidencing its decision.

Formatted: Normal
Formatted: Font: Roboto, 12 pt

3.3 Policies

Conflicts of Interest Policy

Coast to Capital has a Conflicts of Interest Policy that applies to the Directors of the Board (Directors) of Coast to Capital, Members of Committees of the Board (Members) and all employees. The policy sets out guidelines and procedures for identifying, declaring, monitoring, reporting and managing commercial, actual and potential conflicts of interest and can be found on our website.

Coast to Capital recognises that Directors, members and employees will have legitimate interests that arise out of their private capacity and that there are situations in which the private interests and affiliations appear to or have the potential to conflict with the proper performance of official duties within Coast to Capital.

Coast to Capital further recognises that conflicts of interest are a matter of public interest and that when situations are not properly identified and managed, they can seriously endanger the integrity of the organisation and decision making.

The main elements include:

- Full disclosure of interests;
- Clear procedure for identifying conflicts;
- Clear procedure for the Board and Committees to ensure that its decisions are not affected by any conflicts which may exist; and
- Full disclosure of material facts which may impact holding of office.

Prior to appointment as a Director or acting as a nominated Deputy, a Declaration of Interests form must be completed and once appointed/nominated this will be published on our website. Declarations of interest of our Committee Members will also be published on our website. Declarations of interests should be formally reviewed every six months and prior to each meeting. A Declaration of Interest form must be updated within 28 days of a change occurring. Further detail on the operation of our Conflicts of Interest Policy can be found on our website.

Gifts and Hospitality Policy

The Coast to Capital Gift and Hospitality policy will be to decline gifts or hospitality exceeding £50. However, Coast to Capital will accept offers of free venues to deliver our Board meetings, Stakeholder events and team away days provided that these venues reflects the values and ethos of the organisation. Our Gift and Hospitality Policy can be found on our website [alongside our Gift and Hospitality register](#).

Expenses

Board Directors are entitled to claim reasonable travel, subsistence and associated expenses in accordance with their Coast to Capital related duties. The Board Expenses Policy was reviewed in 2020 and shared with Board Directors. These should be submitted to the Head of Finance on a monthly basis. Chief Executive expenses are approved by the Chair and other Board Director expenses are approved by the Head of Finance. Expense claim forms are kept on file for audit and budget monitoring purposes.

Coast to Capital employees are entitled to claim reasonable travel, subsistence and associated expenses in accordance with the Coast to Capital Travel and Subsistence Policy. These should be submitted to the Head of Finance on a monthly basis. Expense claim forms are kept on file for audit and budget monitoring purposes. [All expenses will be published in a register maintained on the website.](#)

Complaints and Whistleblowing

Coast to Capital operates a complaints policy including confidential reporting of complaints and full details are set out in Annex S. Our Whistleblowing Policy can be found on our website.

Anti-Fraud and Anti-Bribery Policy

Coast to Capital will not tolerate any level of fraud, bribery or corruption. We are committed to protecting our assets and are committed to promoting honesty and integrity in all of our activities. Coast to Capital is determined to prevent, deter and detect all forms of fraud, bribery and corruption in relation to the work of Coast to Capital whether committed by internal or external parties. Our Anti-Fraud and Anti-Bribery Policy can be found on our website.

Procurement Policy

The purpose of the Coast to Capital Procurement Policy is to structure purchasing processes and sourcing strategies to ensure that the services and goods acquired are the result of transparent, objective, time and cost-effective decision making and risk management. Our Procurement Policy can be found on our website.

3.4 Our Committees

The matrix below shows how decisions are taken within the LEP governance structure working from the bottom up. It shows the role that is played by our Committees in discharging the responsibilities of the organisation.

Activity	Award of Local Growth Fund Grants	Award of Growing Places Loans	Day to day company operations	Risk Management	Strategy & Policy	Services
Assurance & Audit by :	<i>Audit and Risk Committee (process) Investment Committee (delivery)</i>	<i>Audit and Risk Committee</i>	<i>Audit and Risk Committee</i>	<i>Audit and Risk Committee</i>	<i>Audit and Risk Committee Joint Committee</i>	<i>Audit and Risk Committee</i>
Reporting to & Oversight by :	<i>Board</i>	<i>Board</i>	<i>Finance and Resources Committee</i>	<i>Board</i>	<i>Board</i>	<i>Board</i>
Decisions by :	<i>Investment Committee and Board (subject to funding level)</i>	<i>Growing Places Committee</i>	<i>Chief Executive and Executive Committee (subject to mandate)</i>	<i>Board (risk appetite) Audit and Risk Committee (interventions) Executive Committee (day-to-day)</i>	<i>Board</i>	<i>Board</i>
Refinement & validation of Recommendations by:	<i>Investment Sub Committee or Executive Team</i>	<i>Executive Committee</i>	<i>Executive Committee</i>	<i>Executive Committee</i>	<i>Executive Committee</i>	<i>Executive Committee</i>
Recommendations by:	<i>Executive Team Member with portfolio remit</i>	<i>Executive Team Member with portfolio remit</i>	<i>Executive Team Member with portfolio remit</i>	<i>Executive Team Member with portfolio remit</i>	<i>Executive Team Member with portfolio remit</i>	<i>Executive Team Member with portfolio remit</i>
Initiation request by :	<i>Grant applicant</i>	<i>Loan applicant</i>	<i>LEP Officer</i>	<i>The Risk Manager</i>	<i>Government</i>	<i>Government</i>

The Board oversees the work of the Chief Executive and their executive team. The executive team work streams are divided into teams and each of these is governed through a number of Committees which comprise LEP officers and other stakeholders as appropriate.

The Board delegates to a number of Committees responsibility for certain tasks. The following sections explain the constitution, membership and role of each Committee.

In line with our Articles at least two Directors must be on a Committee. Any member of a Committee may give one months' notice in writing of intention to withdraw from the membership of a Committee.

The membership of the Committees will be reviewed on an annual basis by its Chair.

Nominations Committee

The Nominations Committee is responsible for Coast to Capital Board recruitment and reappointment including the Chair, Vice Chair, Chief Executive, Private Sector Directors and Co-opted Directors. The terms of reference of this Committee are set out in Annex A.

Finance and Resources Committee

The Finance and Resources Committee is responsible for the oversight of the company's financial strategy and performance, and the effective use of the company's resources. The terms of reference of this Committee are set out in Annex B.

Audit and Risk Committee

The Audit and Risk Committee is responsible for overseeing the Coast to Capital Assurance Framework, Annual Audit Plan, External Audit and Risk Management process. The terms of reference of this Committee are set out in Annex C.

Joint Committee

This Committee consists of the Leaders of all the local authorities within the Coast to Capital area. The Joint Committee has a key role in reviewing and agreeing the Strategic Economic Plan and the priorities for growth across the LEP area. The terms of reference of this Committee are set out in Annex D.

Investment Committee

The Investment Committee has delegated powers on behalf of the Board up to £2 million to approve all LEP investment decisions relating to the public funding streams that the LEP stewards. These include the Local Growth Fund and Legacy Funding issues. The terms of reference of this Committee are at Annex E.

Investment Committee Sub-Committee

The Investment Committee Sub-Committee is responsible for the scrutiny and appraisal of projects prior to the approval of funding by the Investment Committee or Board. The terms of reference of this Committee are at Annex F.

Growing Places Committee

The Growing Places Committee has delegated powers up to £2 million on behalf of the Board to approve all LEP investment decisions relating to the Growing Places Fund. The Growing Places Fund is a revolving business loan fund which provides loan finance and /or equity investment to growth businesses where banks have not been willing to lend. The fund lends only to items that are considered capital investment and which can be capitalised under standard accounting practice. All investment decisions must be consistent with the Coast to Capital investment strategy. The terms of reference of this Committee are set out in Annex G.

Skills 360 Board

The Skills 360 Board will focus on building the evidence base, establishing local priorities, developing local solutions and policy and identifying the investment needs in relation to the skills needs of the area. These are set out in the Skills Strategy and Action Plan published in September 2020 and in our annual Local Skills Report to the Department for Education. The terms of reference of this Committee are set out in Annex H.

EU Structural and Investment Funds Committee

Coast to Capital are representative members of the ESIF Committee which has an advisory role to the managing authority on the implementation of EU structural funds in our region. The terms of reference of this Committee are set out in Annex I.

3.5 The Operation of our Executive team

The LEP maintains a permanent team led by a Chief Executive and their senior team.

Staff are organised around three separate work areas: Strategy and Policy, Investments and Services. In addition, the Chief Executive has other direct reports covering cross cutting corporate support functions e.g. Finance, and Communications and Corporate Affairs. The commercial function sits under the Chief Operating Officer as this role also covers management of the Growing Places Fund.

Details of staff employed by Coast to Capital and the roles that they fulfil within the company are set out on our website. In line with public sector best practice, details of the number of staff paid more than £50,000 per year is also set out on the website.

On joining Coast to Capital all staff are given a full induction on the operation of the organisation within the first quarter they are in post. We are committed to the training and development of our workforce. All staff also have to sign the Coast to Capital Employee Code of Conduct.

All Senior Officers and anyone in the organisation involved in a funding decision making process must complete a Declaration of Interest form which will form part of the register published on the website.

Our Chief Executive

The Chief Executive is fully accountable within the Governance structure of the company and works closely with the Chair to deliver the Business Plan. The Chief Executive is an independent and impartial advisor working under the direction of the LEP Board and is employed by Coast to Capital.

Our Chief Executive's responsibilities are to:

- provide high quality leadership for the LEP, so that we are a strong partner making a positive difference in economic performance across our region;
- make Coast to Capital amongst the strongest LEPs in the country, influential within the LEP network and with Government;
- maximise the impact of the Board, with highly engaged Board Directors adding value to our business and exemplifying the role of the LEP;
- lead a highly effective and professional executive team, benchmarked against best practice from public and private sector comparators;
- build understanding and engagement across the region in the work of the LEP, from business, public sector and education sectors;
- achieve outstanding delivery of projects which builds our national reputation as an excellent place for public investment;
- broaden the scope and impact of our business services in order to maximise our influence and engagement with business in the region;
- develop clearly prioritised and well-articulated positions on the most important strategic issues facing the region, which influence national policy and decision making.

The Executive Committee

Governance and management of the executive staff functions and work stream structure of the LEP is through an Executive Committee, chaired by the Chief Executive. The terms of reference of the Executive Committee are set out in Annex J.

Scheme of Delegation

Coast to Capital operates to a clear scheme of delegation, as set out on the following page, which details who in the organisation takes decisions and their authority limits to do so.

All decisions can only be made at quorate meetings, and it is the responsibility of the executive officer responsible for organising the relevant meeting to ensure quorate attendance of members.

Scheme of Delegation

Action	Chief Executive	Internal Heads	Board	Investment Committee	Growing Places Committee	Finance and Resources Committee	Executive Committee	Audit and Risk Committee
Operational day to day expenditure that exceeds overall gross LEP budget	Recommends to Finance and Resources Committee		Approves			Recommends		Audits & reports to Board
Award of Grant Funding (including LGF)		Recommends	Approves above £2m	Approves up to £2m Audits & Reports to Board (delivery)				Audits & reports to Board (process)
Withdrawal of Grant Funding			Approves	Recommends				Audits process and Reports to Board
Award of Recovery Grants		Grants under £50k approved by Chief Executive and Internal Heads.	Approves over £2m	Approves £50k to up to £2m Approves operation of Recovery Grant Appraisal Panel				Audits & reports to Board
Operational budget setting & approval			Approves			Recommends	Recommends to Finance and Resources Committee	Audits & reports to Board

Formatted: Right

Agreement of Policy & Strategy		Recommends	Approves					
Recruitment Decisions	Approves	Recommends						
Remuneration decisions	Recommends					Approves unlimited		Audits & reports to Board
Award of Growing Places fund loans		Recommends	Approves above £2m		Approves up to £2m			Audits process & reports to Board
Virements of funding on LGF projects		Recommends		Approves unlimited				Audits process & reports to Board
Material changes to LGF outputs		Recommends	Approves significant changes		Approves			Audits process & reports to Board
Operational day to day management decisions within financial delegation limits	Approves	Approves					Approves	Audits & reports to Board
Initiation of debt recovery action on loan defaults					Approves		Recommends	Audits process & reports to Board
Material changes to loan agreements			Approves significant changes		Approves		Recommends	Audits process & reports to Board
Governance Changes			Approves				Recommends to Audit and Risk Committee	Recommends to Board

Calls for bids for grants or loans			Approves	Recommends	Recommends			
---	--	--	----------	------------	------------	--	--	--

Corporate Functions

As a private company, Coast to Capital runs its own corporate functions including office management, administration, procurement, human resources and communications. This work is led by the [Chief Executive Officer Head of Corporate Affairs](#).

We are committed to meeting the Government branding guidelines for projects and ensuring that our website includes the information specified by Government.

Stakeholder Relations and Engagement

As a unique partnership between key business and political stakeholders in our region, Coast to Capital puts a premium on high quality and informative engagement with external partners.

Our communications framework and stakeholder strategy sets out the core principles for how we do this, with a particular focus on:

- **Engagement events with business:** we hold regular engagement events with business including our AGM and Annual Partnership event. This is how we engage with area partnerships, statutory bodies and business representative organisations from across the region. These events allow partners to voice their opinions on and feed into the work of the LEP. It also provides an opportunity for stakeholders and partners to update the forum on their work and to collaborate. We will continue to run consultation events for partners to engage on the Local Industrial Strategy.
- **Engagement with business:** the Chief Executive, Senior Officers and other staff meet regularly with businesses in the region, including speaking at business conferences and events.
- **Engagement with local authorities, FE colleges and Universities:** open and honest dialogue with all local authorities, Higher Education and Further Education providers in the Coast to Capital area is a key part of delivering our businesses. We engage regularly at senior and working level with local politicians and officers across the region.
- **Press engagement:** we highlight our successes and the issues we are working on and engage with regional media to bring attention to this.
- **Website and social media:** we maintain a high quality website with up to date information on all our activity and have an active social media presence.

We evidence our engagement:

- through our new CRM system which will log our interaction with businesses and stakeholders;
- by reporting on our press activity; and
- providing minutes and reports on our meetings and consultation events on our website.

Formatted: Right

This will be kept under review as our stakeholder function matures.

The Board also identifies key issues within the Coast to Capital business plan on which it wants to form **Working Groups**. Led by a private sector Board Member, Task Groups focus on a specific challenge for the organisation and include input from informed and influential partners from across the region. This is a way of maximising the diverse leadership that LEPs bring to addressing problems in our regional economy and give space for innovation and bringing new approaches to solving complex issues.

Our relationship with area partnerships helps develop our Strategic Economic Plan and negotiation of our Local Industrial Strategy. These groups are also useful in disseminating information in two directions to businesses and local partners. The four area partnerships in the Coast to Capital region are autonomous groupings which represent business and other stakeholders in different parts of the region:

- The **Gatwick Diamond Partnership** is a business-led group whose aim is to grow the region's existing jobs base, attract new jobs and secure investments from companies that most closely match our industry strengths.
- The **Greater Brighton Economic Board** brings together political and business leaders to focus on issues around economic growth as identified in the 2014 City Deal for Greater Brighton.
- The **Rural West Sussex Partnership** brings together the key organisations that develop strategy and policy in West Sussex to ensure the best use of resources across the County to deliver projects and services in rural areas.
- The **Coastal West Sussex Partnership** brings together leaders from business, education and the public sector to work collectively on economic issues that affect the coast.

To support our Services function and the strategic development of our Growth Hub service we are establishing a Business Recovery and Growth Advisory Group which is an informal network of Board Directors, and external experts where appropriate, to bring additional guidance, skills and expertise to this area. It is not be part of the formal governance and will share key messages with the rest of the Board.

Freedom of Information Requests (FOIs)

Coast to Capital is not subject to the provisions of the Freedom of Information Act or Environmental Information Regulations; however, our Accountable Body, public sector partners and Joint Committee are subject to the provisions in the Act and the Regulations. Coast to Capital will respond to all information requests in line with the spirit of the Act. In the first instance, FOIs and EIR requests should be directed to Coast to Capital via its website and Brighton and Hove City Council, as Accountable Body, will provide advisory support to ensure such requests are appropriately dealt with. Any requests that involve our public sector partners will be forwarded to them to lead the response with our support as necessary.

General Data Protection Regulation (GDPR) and Data Protection

We have fully adopted the requirements of General Data Protection Regulation (GDPR) and comply with the provisions of the Data Protection Act 2018. Internal processes, procedures, data systems and documentation are compliant and will continue to be reviewed to ensure ongoing compliance. We process and handle data in line with our Privacy Notice which can be found on our website.

Monitoring our performance

We publish an annual report, financial statement and accounts at the end of our financial year. Our annual report, financial statement and accounts are published on our [website](#).

We hold an Annual General Meeting once a year which the public and stakeholders can attend. Public questions are invited in advance of the meeting. If it is not possible to hold this event in person it will be a fully accessible virtual event.

Each year we take part in an Annual Performance Review with Government where our performance is reviewed, [in addition to regular Compliance checks, deep dives and mid-year reviews](#). We also participate in the Peer Review process led by the LEP Network.

Scrutiny and Audit

We have agreed the following appropriate scrutiny and audit arrangements with our Accountable Body as set out in the next two sections.

Scrutiny

Our approach to scrutiny is embedded throughout the organisation and relates strongly to our Risk Policy and the Board's agreed appetite to risk. For example:

- Our Local Growth Fund projects are scrutinised based on our robust risk management process and subject to our Funding Withdrawal Protocol (see section 4).
- Grant funds that we administer are subject to full due diligence processes.
- Our approach to the Stronger, Smarter, Greener Investment pipeline has agreed scrutiny arrangements focused on investment projects that have greater involvement from Coast to Capital (see section 4).

We are happy to participate in any Local Authority Overview and Scrutiny Committee. We will respond positively to requests to share information to ensure that the Committee is in possession of the necessary information to provide robust scrutiny and advice. Our attendance and the information and outcomes from our participation will be published on the governance page of our website.

We may also commission an optional annual independent scrutiny report on an aspect of the governance of Coast to Capital at the discretion of the Audit and Risk Committee. This independently assesses our performance and compliance with this framework on a targeted risk basis. Reports from these reviews can be found on the governance page of our website.

We are also able to call on our Accountable Body's internal audit function to undertake further scrutiny if required based on an assessment of risk.

As part of our Annual Review with Government we provide an annual assurance statement from the Chief Executive and Chair on the governance and transparency of Coast to Capital which includes an update on the scrutiny arrangement described above and is published on our website.

Audit

Each year we agree an audit plan with our Accountable Body following the Annual Review with Government.

All feedback in relation to scrutiny or audit is considered by the Audit and Risk Committee and reported to the Board.

We are able to draw on the internal auditors of the Accountable Body as required.

Record Keeping

Coast to Capital keeps both hard copy and electronic records for a minimum of six years in a secure environment subject to The General Data Protection Regulation 2016/679, the Data Protection Act 2018, National and Local Assurance Framework, Government funding requirements and in line with our legal and data retention policies. Appropriate personnel will also be made available, with reasonable notice, to answer any questions arising from any monitoring process in connection with these records.

Office Manual and Day to Day Operating Procedures

Our employee handbook sets out our processes and procedures around human resource management and office practice from expense management through to sickness absence and holiday information. A copy is available for all Board Directors to inspect.

3.6 Our Accountable Body

Our Accountable Body

Coast to Capital has a single Accountable Body, Brighton and Hove City Council, which is responsible for overseeing the proper administration of the governance and financial affairs within Coast to Capital. Brighton and Hove City Council commenced the role of Accountable Body on 1 April 2021. The Accountable Body Agreement with Brighton and Hove City Council can be found on our website which defines the role and requirements of the Accountable Body. This also ensures that the usual Local Authority checks and balances apply to the awards of funding directed by the LEP Board.

The Accountable Body is actively involved in all key Coast to Capital Governance including the Board, Investment Committee and Audit and Risk Committee. The Accountable Body also attends the Annual Review with Government.

Our Accountable Body is responsible for:

- Providing a finance function which involves holding funds under managed investment paid by Government on behalf of the LEP, administrating and processing Government funds and delivering our operational finance requirements;
- An oversight function ensuring funds are handled with the relevant procedures and grant conditions and that funds are used with propriety, regularity and deliver value for money including:
 - Ensuring decisions and activities conform with all relevant law including state aid and public procurement and ensuring that records are maintained so this can be evidenced.
 - Ensuring that the funds are used in accordance with the conditions placed on each grant.
 - Oversight of LEP governance and transparency arrangements and ensuring that this assurance framework is adhered to.
 - Ensuring compliance with the National Assurance Framework and agreement on scrutiny arrangements.
 - Ensuring that there are arrangements for local audit of funding allocated by the LEP equivalent to those of local authorities.
 - Monitoring and audit arrangements.
- A support function providing technical advice on the relevant law and legal risks.

With regards to the expenditure of public funds, the ultimate deployment of funds reside with the Section 151 Officer of the Accountable Body, and only takes place

with their approval, following decisions made by the relevant Coast to Capital Board or Committee.

The accounts through which the Local Growth Fund passes will be published and available for public inspection. Our Accountable Body will publish its accounts in accordance with the provisions of The Accounts and Audit Regulations 2015; full details can be found on their website.

Our Accountable Body will not comply with a decision of Coast to Capital if any one, or more, of the following circumstances arose:

1. Evidence of non-compliance with applicable laws including Subsidy Control and Procurement laws;
2. Evidence of non-compliance with grant conditions as set out under section 31 of the Local Government Act 2003;
3. Material departure from provisions of the Assurance Framework.

The process for resolving issues of this nature will initially be through collaborative working, advice and support. If not resolved, it would be put to the agreed dispute resolution procedure (as set out in the Accountable Body Agreement). It is, however, anticipated that such an event will be avoided by the Accountable Body's presence at all decision making meetings and at the Coast to Capital Board.

The Head of Finance, appointed by the Accountable Body, liaises with Coast to Capital teams and delivery bodies to ensure data is correctly received and approved. They work closely with the Section 151 Officer at Brighton and Hove City Council and the Accountable Body's accounts payable team.

Our Section 151 Officer

The role of our Section 151 Officer in our Accountable Body is to oversee the proper administration of the governance and financial affairs within Coast to Capital.

The particular responsibilities of the Section 151 Officer are as follows:

- ensure the oversight of the proper administration of financial affairs within the LEP;
- Attend Board meetings;
- Attend Investment Committee meetings;
- Attend Audit and Risk Committee meetings;
- Provide an Assurance Statement as part of the Annual Performance Review;
- Submit a letter to MHCLG's Accounting Officer by 28 February each year which:
 - Details the checks that the Section 151 officer has taken to assure themselves that the LEP has in place the processes that ensure proper administration of financial affairs in the LEP
 - A statement whether, having considered all the relevant information, the Section 151 Officer is of the opinion that the affairs of the LEP are

- being properly administered in line with the National Assurance Framework and this Assurance Framework
- If not, information about the main concerns and recommendations about the arrangements which need to be implemented in order to get the LEP to be properly administered

Coast to Capital will ensure that the Section 151 Officer is given sufficient access to information in order to carry out their role. All relevant documentation is provided to the Section 151 Officer, including agenda and papers of Board and Committee meetings where decisions are being made. The Section 151 Officer has the opportunity to comment on all such relevant documentation.

The Section 151 Officer should exercise their duties in line with the CIPFA guidance and the National Assurance Framework.

Accountable Body arrangements for funding received from Government

The Accountable Body receives Coast to Capital's funding and holds this separately for draw down by Coast to Capital. The Accountable Body will be able to invest funds in the same way as Brighton and Hove City Council monies are invested when the LEP provide a cashflow.

Arrangements are currently being put in place to ensure funding from Government from Coast to Capital is invested in accordance with the cash flow requirements of Coast to Capital.

4. Our Investments

Government chooses to administer regional investment funding in England through Local Enterprise Partnerships. Coast to Capital therefore takes responsibility for the correct administration of public funding streams in our area and commit to ensuring that public resources are managed appropriately. We seek to achieve accountability, transparency and value for the money in the work that we do to deliver these.

Coast to Capital funding is overseen by Brighton and Hove City Council as the Accountable Body. A Head of Finance is in post who reports to both the Coast to Capital Chief Executive and Brighton and Hove City Council's Section 151 Officer. The Section 151 Officer approves all payments and attends the Board, Investment and Audit and Risk Committee to ensure appropriate use of resources.

4.1 Our Accountability for Public Funding

It is vital that Coast to Capital fully conforms with the expectations on the good use of public funds. These are the key obligations on us and include:

- Ensuring that we obtain best value for money from our investments
- Ensuring we take transparent decisions on the way we spend public money
- Engaging and consulting our stakeholders when we update our strategy
- Ensuring we regularly engage and update our stakeholders on our activities
- Discharging duties required of us by the Department of Transport specifically in relation to funding of transport projects.

4.2 How we make Decisions on Grant Distribution and Loan Distribution

We make decisions to award grants and loans based on a robust and thorough process in line with our commitment to transparency. Annex L summarises the decision making processes accordingly.

4.3 Our Funding, Programmes and Schemes

This section sets our funding, programmes and schemes.

Local Growth Fund

Government has distributed the Local Growth Fund to LEPs in order to support delivery of the Growth Deal. This is an investment fund of £275m that we govern, deploy and monitor on behalf of Government. The LGF supports the delivery of infrastructure projects, which have been agreed with Government and are key in supporting economic growth in the region.

Growing Places Fund

This is a revolving business loan fund which provides loan finance, on a strictly recoverable model basis, to growth businesses to unlock development that the UK

loan market has not been able to service. £23m was available through the Growing Places Fund. The fund is currently fully committed but if any further loan capital is made available, application details will be published on our website. The Growing Places Fund Committee is charged with monitoring the £23m deployed via the Growing Places Fund and reporting to the Board.

Getting Building Fund

Coast to Capital was allocated £19.2 million Getting Building Fund focused on supporting the delivery of shovel-ready infrastructure projects to boost economic growth, and fuel local recovery and jobs. This fund has been fully allocated. An Assurance Statement which sets out the Governance and decision making in relation to this programme is published on our website.

Backing Business Fund

The Coast to Capital Backing Business Grants is a £2 million fund that was set up to provide grants to independent small businesses and social enterprises (excluding charities) in our area who have been affected by COVID-19 during the emergency response to the pandemic. The Backing Business Grant fund is now closed as we have deployed the funding that we had available.

Business Recovery Grant Programme

The Coast to Capital Recovery Grant Programme is a capital equipment (capex) grant funded by Local Growth Fund (LGF). The grants part-fund projects undertaken by innovative, high growth small and medium sized enterprises (SMEs), charities and social enterprises in the Coast to Capital LEP area. Eligible projects will result in recovery of pre COVID-19 sales levels, job recruitment and retentions, innovation and social value. This Programme ended on 31 March 2021. An Assurance Statement which sets out the Governance and decision making in relation to this programme is published on our website.

Growth Hub

This is funding provided by Government, explicitly for the provision of a range of business support services provided through a team of staff known as Account Managers. Core public funding is provided to cover employment costs of the team and the operation of their service.

Enterprise Advisor Network and Careers Hub

We receive match funding from the Careers and Enterprise Company, which was established and is funded by Government since 2015, for the provision of Enterprise Co-ordinators in the Coast to Capital area. Enterprise Co-ordinators work with volunteer business leaders to develop and implement careers strategies for young people in schools and colleges across the region.

Peer Networks Programme

Launched in September 2020, the Peer Networks is a programme of expertly facilitated monthly meetings focused on a key topic of interest identified by the members themselves. The Peer Networks programme is funded by the Department for Business, Energy and Industrial Strategy (BEIS) and runs to March 2021 unless extended by Government. This model of peer-to-peer roundtables is a professionally delivered programme. Each peer-to-peer group will be limited to no more than 11 businesses. The programme delivery partners was appointed following a rigorous tender process and awarded to MDHub.

Growth Champions

The Growth Champion Network is a collection of consultants, all carefully curated as experts in their respected field. The Champions are specialists across a broad range of industries and business practices. The Growth Champions work closely with the Coast to Capital Growth Hub's team of Growth Relationship Managers to provide specialist areas of support for business to unlock further growth. The Growth Champion activity is funded through the SEEDA Legacy funded which will be fully spent by the end of March 2021.

European Union Funding

Decisions on the administration of European Union Structural Funds are taken in line with the geography of Local Enterprise Partnerships. Coast to Capital supports the Government in the delivery of this work and aims to ensure that EU funds are fully administered in support of their objectives.

Revenue Grant from Government

In recognition of the role that we play in administering public funds and in support of the delivery of the Government's objectives, Ministers choose to give Coast to Capital (along with other LEPs) an annual funding allocation to help cover our operational costs.

Contributions from local authorities in the region

In recognition of the role that we play in promoting economic growth and prosperity in the region, Local Authorities in the Coast to Capital area make an annual funding allocation to match fund the core funding from Government, and help cover our operational costs.

4.4 Monitoring of Existing Grant Investments

All investment decisions using public funds will be made with reference to statutory requirements and in addition with reference to conditions of funding and local transport objectives where applicable. The condition of Local Growth Funding and

Getting Building Funds is that it is capital funding only. The LEP is fully involved, engaging with all relevant groups and stakeholders.

We are accountable to Government, and through them to Parliament, for the administration of these grant funds and the value for money and core outputs that it delivers. We make information available to the public through the mechanisms set out in this framework.

In line with the Growth Deal, Coast to Capital is fully responsible for ensuring the Local Growth Fund and since August 2020 the Getting Building Fund is correctly deployed and administrated within our region. In some circumstances, funds may become available – for example because certain projects can no longer be delivered. Coast to Capital then has discretion subject to discussions with BEIS to award or re-allocate this funding through the governance structures as detailed within Annex L and section 1.6 of this document below.

We are accountable to Government for the delivery of a range of outputs relating to economic growth, as part of our Growth Deal, and Getting Building Fund allocation. The key core outputs that we monitor and report, and the definitions/evidence as defined by us to our Delivery Bodies can be seen in Annex N.

The Investments team monitor all grant projects throughout their lifetime, to ensure that conditions and clauses within the funding agreement are being adhered to, and that project delivery, outputs and milestones are on track. The monitoring process includes but is not limited to;

- Quarterly project reporting. Delivery Bodies complete and submit quarterly claim forms, along with risk registers and highlight reports. Financial claims provide sufficient invoice evidence to allow sign off by the LEP and Accountable Body, to enable payment of LGF funds. Monitoring claim forms include reporting on project output delivery, milestones, and matched funding, and reporting is conducted up until project completion.
- Quarterly upstream reporting. The Investment team submit monitoring forms to BEIS in order to update Government on project delivery, finances, outcomes, and risks. This data is used to track the LEP's performance against our Growth Deal targets (LGF and GBF).
- Site Visits and Project Reviews. The Investment Programme Managers conduct regular site visits where possible, and project meetings with Delivery Bodies to ensure delivery is progressing to the anticipated timescale including milestones, and also to get updates around outcomes and risks. These are conducted at various stages of the project, from funding approval, to completion/evaluation.

- High Risk reporting. As part of the High Risk Monitoring Protocol that the Investment Committee have been tasked with, the Investments Programme and Risk Manager regularly updates both Investment Committee and Board with a suite of documents in relation to project delivery risks and financial risks. These documents include the High Risk Report, Full Risk Register, Output Spreadsheet, and other financial updates.
- Audit Reviews. The Investments Committee, Board and Investment Programme and Risk Manager have the ability to commission an audit review by our Investments Audit and Compliance Officer, or to commission a 'deep dive' audit review on any of our grant funded projects. Audit reviews will be conducted to assess both high risk projects, and to ensure project delivery and outcome delivery is on track. Reports will be accessible to Board members on request. The reviews will enable the Investment Programme and Risk Manager to effectively risk assess projects as part of the Investment Committee reporting.

More detail of these processes can be found in Annex M.

The Coast to Capital Investment Committee is updated with project delivery updates, with a key focus on risk on milestones, outputs and finance. Where project delivery is at risk, the High Risk Monitoring Protocol, or Funding Withdrawal protocol may be invoked as set out in Annex O and Annex P. Following each Investment Committee meeting, a consent paper will be presented to the Board detailing all decisions (to note) and recommendations for approval made by the Investment Committee.

4.5 Action to Recover Funds

Coast to Capital, through its Investment and/or Growing Places Committees, will take steps to recover either grant or loan funding, in the event of non-compliance or underperformance by a delivery body, or where conditions precedent to the award of that funding are not complied with.

Breaches of conditions within funding or loan agreements are brought to the attention of the relevant Committee, which will then decide upon the steps to be taken to either require remediation of defaults or to immediately initiate recovery of funds. This includes where there is non-compliance, or underperformance, or failure to meet the terms of the funding agreement (outcomes and/or milestones). This starts with a risk assessment of the project which is developed by the Investments team, and if required, a legal opinion from the Accountable Body can be sought to set out the legal basis for recovery and likelihood of success.

The relevant Committee will receive reports providing information on projects which have received funding including:

- a. A description of projects where concerns have been identified;

- b. Relevant details including the amount of funding awarded and the sum at risk due to concerns; and
- c. Where recovery of funds is considered, a legal opinion from the Accountable Body which sets out the legal basis for recovery and the likelihood of success.

This information will form part of the High Risk Monitoring Protocol as set out in Annex O, whereby Committee members will take one of the following options; watch and wait, write to Government to request a funding carry forward, apply sanctions or withdrawal of funding. The Investment Committee who will then make decisions, or recommendations to the Board accordingly. Then if necessary the Board can decide to withdraw funding as part of the Investment Committee recommendation within Board consent paper. See Annex P for full details of the funding withdrawal process.

Where a decision is taken not to pursue recovering where non-compliance and there are legal grounds to do so this will be clearly justified in the record of the decision.

Where a delivery body also sets out plans to draw down funding within a particular year and those plans have been presented to a relevant Committee or represented to the LEP in written correspondence, the LEP will if required, in order to achieve overall expenditure draw down commitments that have been made to Government, withdraw such funding permanently from projects, to be redeployed to new schemes. Such decisions will be taken by the relevant Committee by recommendation to the Board.

4.6 Future Grant Investments & Pipeline Projects

If and when we have available funding, or returned grant funding to deploy, we may revert to our existing pipeline of projects or issue targeted commissioning 'project calls' to build a new pipeline of projects in line with Gatwick 360 , or Build Back: Stronger Smarter Greener Programme. These project calls may identify different categories of projects to include:

- Projects that the LEP will lead and broker partner involvement in.
- Projects that the LEP will invest future grant funding in.
- Projects that the LEP will advocate strongly for but is less likely to provide investment in.

We will have open and transparent calls for projects. We reserve the right to commission any single Delivery Body subject to public procurement and our procurement policy requirements provided the Investment Committee is satisfied that is the most suitable Body to deliver the project and that no other body would be equally equipped.

All calls for project expressions of interest (EOIs), or bids will be developed through our Integrated Programme Office (IPO), and advertised openly by being published on the Coast to Capital website and notifications being sent out to our stakeholders and partners. The selection criteria and selection processes are transparent, and will be

available through 'bid call' guidance. Both private and public sector organisations can apply for funding on the basis that necessary criteria is met, in addition to meeting a matched funding contribution.

Expressions of interest will be reviewed by the IPO and the Strategy and Policy team to determine strategic alignment and support. Project initiation documents would be issued by the IPO, with applications for funding, and business cases following our Gateway system as set out below:

- **Gate 1:** The Investment Committee Sub-Committee (Annex F) will evaluate and review applications/business cases.
- **Gate 2:** The Investment Committee (Annex E) will review and sign off business cases or applications with a value of up to £2 million of funding.
- **Gate 3:** The Board will receive recommendations from the Investment Committee for approving business cases with a value of over £2 million. The Board also notes any decisions taken by the Investment Committee on business cases or applications under £2 million.

The Board have the opportunity to raise questions against any decision or approval taken by the Investment Committee, but the Board cannot overturn decisions made and can only ask for their re-consideration.

Once a project application or business case has been approved, Brighton and Hove City Council in its role as Accountable Body, will agree that Coast to Capital can enter into a funding agreement with the successful Delivery Body; detailing the roles and responsibilities of the parties and setting out how grant funding will be released to the delivery body.

The projects will then be monitored robustly by the IPO through the lifetime of the project and a robust audit trail is kept to demonstrate compliance.

Any decision that is made in contravention of the gateway process set out here will be invalid on the basis of non-compliance unless the Board has given prior approval for variation in the decision making process.

Further information in relation to the IPO and Gateway process can be found in Annex L.

4.7 Achieving Value for Money

Coast to Capital strives to achieve the best value for money in its operation and expenditure of public funds through the below measures. The Chief Executive is the named officer responsible for ensuring value for money and the identification and management of risk associated with the same:

Procurement Policy for our own purchases

The Coast to Capital Procurement Policy can be found on our website. It sets out the standards by which we undertake procurement of goods and services to ensure we obtain best value for money and operate in a fair and transparent way.

Business Case Appraisal

We ensure that thorough reviews of business cases and their supporting documentation is undertaken prior to any funding approvals by the Investment Committee, or Board. This can include taking expert advice from consultants around the value for money of projects, in addition to the appraisal of strategic alignment, project risks and outcomes in line with the Government funding guidance.

Conditions applied to funding agreements

We expect all of our delivery bodies to which we make funding grants, to operate to best practice in relation to the procurement of goods, services and contracts. Our funding clauses impose these requirements and we will audit through our reviews to ensure that delivery partners adhere to these standards. Delivery Bodies may be required to evidence prior to issuing funding agreements that they operate best practice procurement regimes; in most instances this will be by ensuring compliance with the Public Contract regulations 2015.

These standards include the delivery body demonstrating robust procurement procedures that follow best practice for the goods, services and contracts that they intend to purchase with Coast to Capital funding. This would include the delivery body demonstrating an appropriate written procurement procedure before funding awards are made, which details a robust and competitive approach to procurement through competitive quotations or tendering, with appropriate pre-qualified providers. We will also seek to ensure that delivery bodies operate fair and open tendering procedures, including pre-qualification of providers.

Monitoring outputs and wider impacts from projects that we fund

We monitor projects that we fund, across their whole life cycle and use an audit process, based upon the Government's Gateway review system. Those staff undertaking these review audits will all be gateway trained via the Government's accredited Gateway training provider – Local Partnerships.

The gateway process is a comprehensive best practice approach to project monitoring and is an established methodology to ensure robust standards of project delivery. Unless each key gateway stage is satisfied by delivery bodies, staged funding payments will not be released. On the basis of these findings, project delivery bodies will be called to account including by being asked to attend Investment Committee meetings. Funding may be withdrawn on the recommendations of the Investment Committee to the Board if evidence of adequate performance is not provided. In general, funding payments are released by Coast to Capital on a quarterly basis in arrears through completion of a quarterly claim form.

Risk Management

Corporate risk management is governed as set out in the Risk Policy which can be found on our website.

A projects high risk report, and full risk register is published and reviewed by the Investment Committee at each meeting, upon advice from the Investments Team. The risk assessment process follows the MHCLG protocol as specified for LEPs. A specific High Risk Monitoring Protocol, and Funding Withdrawal protocol is operated by the Investment Committee and Board and is detailed in Annex Q.

Social Value

How we approach and record Social Value is currently under review.

Social value is firmly in mind when evaluating projects that have received grant funding, for the purposes of sharing achievements and understanding the true value and impact of the project.

For future projects, we will be ensuring that social value becomes a key part of the business case review and appraisal to help inform decision making. Projects will then report on social value as part of monitoring processes.

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. 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'. To build back stronger, we are supporting Crawley with a plan to grow and evolve the UK's most COVID-19 impacted town into a more economically diverse and dynamic place. To build back smarter, we are building upon the knowledge and innovation community which already exists in Brighton. To build back greener, we are drawing on the talented workforce and local business specialisms, to lead a green recovery across the whole region.

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]¹), our region has performed significantly worse with an estimated contraction approaching [17%]². 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.

¹ Reference is the OBR forecast at Budget 2021

² Reference is Hatch analysis for Coast to Capital

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

Our organisation

Coast to Capital is one of 38 Local Enterprise Partnerships (LEPs) across England. We are proud 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 is a network of dynamic and functional economic hubs around Gatwick airport - which remains a critical 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.

Our Strategy

Our work under our Strategy and Policy team has been 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.
- 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 %
- 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.

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 (AITC), 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."

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

Case Study (Growing Places Fund) – helping BCMY Ltd to reach more businesses with its efficient recycling service

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 (GPF).

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.

Highlight (Getting Building Fund): New Nursing School to open at University of Chichester

Work has begun 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 (Local Growth Fund): 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.

Highlight: Gatwick Airport station transformation on target despite COVID-19 pandemic

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.

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 (DIT) to make sure our companies that trade internationally get the best support in addition to encouraging foreign direct investment. Our ambition is to provide a fully coordinated business support service function.

In 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: Helping Piglets Pantry Survive the Pandemic

Last year, Piglets Pantry was forced to close its doors during the first COVID-19 lockdown, reducing revenue to almost zero within days. Owners Steve and Jo needed to adapt quickly to keep the business afloat. Piglet's Pantry is an Award-Winning food producer based in Worthing, West Sussex. The bakery supplies hand filled pies, handmade sausage rolls, cakes and biscuits to venues up and down the UK including but not limited to Football, Rugby, Cricket & Horseracing venues.

Piglet's Pantry weren't using their website to sell to customers online. The bakery knew that with football and sports fans no longer able to attend their favourite games, new online sales would help reach fans who had to watch their favourite sports matches at home. Reluctant to take on more debt, the owners successfully applied for a £17,000 Coast to Capital Backing Business Grant. The grants were aimed at helping businesses evolve, innovate or adapt to the impact of the pandemic.

Our grant helped to fund a new online site. Since launching, Piglets Pantry have gone from selling 2,500 products to a peak of 14,000 a day. They are now selling online to a regular customer base of over 1,200 in their homes. Piglets Pantry now have a thriving home delivery service with a customer base of over 70,000, as well as providing wholesale clients with everything they need for events and venues up and down the country. Due the growth in the last 12 months, Piglets Pantry are now moving premises from a 7,500sqft unit to a 28,000sqft unit to help keep up with demand.

Case Study: Supporting SMEs

Lorama Foods is a quality bakery with its own label products, and white label manufacturing facility, producing products for some of the leading brands, specialising in sports nutrition bars and protein balls. Starting a business from scratch is tough, but siblings and fellow directors Rachel Lavelle and Martin King were up for the challenge when they launched the West Sussex based company.

With the usual worries about cash flow, staffing and a myriad of stressful problems faced by small business owners, they set to designing and building their own facility. Rachel was introduced to the Coast to Capital Growth Hub support programmes and met regularly with other business owners.

The confidence, ideas and positive energy had a huge impact at Lorama Foods. Although eligible for a grant from Coast to Capital's Growth Grant Programme, the business found funding through investors.

Case Study: Monza Sports Tuning Ltd

Based in Ashington, West Sussex; Monza Sports Tuning Ltd is a car sales showroom and large servicing workshop with fully trained staff for all Subaru, Fiat, Alfa Romeo and Abarth cars.

COVID-19 had a significant impact on the business, with sales of new cars reduced to almost zero and social distancing requirements requiring a change in layout of the workshop.

Monza were successful in applying for a Business Recovery Grant of £28,904 for investment in sustainable technology through the purchase and installation of solar panels and battery storage technology which provides a minimum of 50% of the business's energy requirements, including energy efficient lighting and heating equipment, and two electric vehicle charging points. Two charging points have enabled the company to offer charging for new electric vehicle customers and for local electric vehicle owners - enabling Monza to diversify into the Electric Vehicle market, which is set to develop rapidly encouraged by the ban on hybrid, petrol and diesel vehicles.

Our Organisation

Communications and Corporate Affairs have underpinned 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.

Case Study: Championing a diverse culture

In March, 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.*

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.

Equality, Diversity and Inclusion Management Plan – 2020/21

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.

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 Exert 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.

The Coast to Capital Board

The Coast to Capital Board brings together regional business and community leaders alongside senior politicians and leaders from Universities and Further Education. We form a unique partnership which makes us a powerful voice of challenge and advocacy for our area.

An Interview with 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 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."

Funding

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 Croydon Council, at the start of the financial year was £91 million with a balance of £81 million at 31 March 2020. This includes money held pending payments for 2019/20. The Local Growth Fund grant paid into the fund was £37 million and the amount paid out as grants in the financial year was £47 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 2019/20 was £3.7 million and comprised grants and income. Costs were £3.2 million and comprised salaries and costs associated with running the organisation including the office and spend with suppliers.