

**Reference:** Coast to Capital Board Meeting  
**Date:** Tuesday 05 July 2022  
**Report Title:** Executive Report  
**Report by:** Executive Team  
**Item No:** 3a  
**Part:** A

---

## Recommendations:

The Board is asked to **note** the Executive Report and:

- **Approve** the appointment of Amanda Jones as Board Director for a second three year term.
- **Approve** the re-appointment of Claire Mason as Board Director for a second three year term.
- **Approve** the re-appointment of Richard Hopkins as Board Director for a second three year term.

## 1. Economic Context

### 1.1. Current economic context

The economic recovery across the UK continued to slow down whilst inflation continued to rise to historic levels. From latest available figures, UK GDP fell by 0.1% in March 2022 and declined by a further 0.3% in April. The services sector was the main contributor of the decline in figures for the second month in a row with Human Health and Social Work activities within the sector having the biggest decline. This is likely due to the significant reduction of COVID-19 Test and Trace activities as announced by Government in April. Inflation rose by 9% in the 12 months to April 2022, up from the 7% increase in March.

Whilst UK unemployment continued to decline and the employment rate improved in April 2022, the UK saw the largest decline on record in real pay with pay down 3.4% compared with April 2021. The decline is likely due to large increases in inflation.

Claimant rates continued to decline across Coast to Capital to 3.2% in May, this is a 7% decline between March and May, compared to a 6% decline in England in the same period. Brighton and Hove and Crawley continued to have the highest rates in May, both at 4.7% and close to the national rate of 4.9%.

Job postings continued to increase in Coast to Capital with a 6% increase between March and May, a much higher increase when compared to the 2% increase in England for the same period. The top advertised occupations continued to be nurses and care works, followed by sales and administrative occupations.

## **1.2. Gross value added (GVA) – 2020 estimates**

The Office for National Statistics (ONS) recently released estimated gross value added (GVA) figures for 2020. When compared to 2019 figures, GVA in England and the South East declined by 3%, this is lower than their previously estimated 9% decline.

The GVA in Coast to Capital in 2020 was estimated to be £44.9bn, down from £47bn in 2019. This is a 5% decline compared to 2019 figures. Whilst this figure is lower than the 12% contraction we estimated previously, this is one of the biggest declines in GVA for the 38 LEPs with only Cornwall and Isles of Scilly LEP and Cumbria LEP seeing larger declines of 6%. The Coast to Capital decline was also 2 percentage points above the national and regional rates. More detail and analysis on the GVA figures can be found in **Annex A**.

## **2. Corporate Update**

### **2.1. Organisational Developments**

An Interim company structure has been put in place to support the senior team whilst Cali Gasson is on maternity leave. The following colleagues have left Coast to Capital:

- Kirsten Trussell
- Nick Darwin

We note our thanks to both Nick and Kirsten for their service to the Board, organisation and region.

Recruitment is underway for the following posts:

- Enterprise Coordinator

- Governance Officer
- Communications Officer

## **Operations and Finance**

This section has been redacted.

### **2.2. Business Development, Marketing and Communications**

The Communications department has evolved to include a Business Development and enhanced Marketing function. A Business Development strategy is being developed to support commercialisation opportunities across the company, including professionalising the internal sales process, exploring e-commerce opportunities and developing a marketing campaign to support our consultancy offer.

#### **Consultancy work**

In addition to supporting with commercialisation opportunities, we are contributing marketing and communications support to a number of ongoing consultancy projects .

#### **Enhanced support from communications agency**

We are winding down our contract with Cobb PR so that we can recruit a Communications Officer. The role will be focused on promoting the day-to-day activities of Coast to Capital, ensuring that we have a consistent stream of content to be promoted via our communications channels. We will be using our remaining time with Cobb PR for facilitated strategic marketing advice and guidance.

We issued/were mentioned in the following **press releases**:

- ["Game-changing" creative project given green light](#)
- [Regeneration plans for Bognor Regis seafront get another boost](#)
- [Regional careers hub gains national recognition](#)
- [Coast to Capital pledges support for female entrepreneurs](#)

We issued the following **thought leadership** piece:

- [Update on the economy - Q1 2022](#)

#### **On Social Media:**

Our social media posts were viewed more than 15,000 times across Twitter and LinkedIn, with top topics including:

- Recruitment
- Business Support signposting

- Getting Building Funding

In the months ahead, our focus will be on promoting the Business Plan, our consultancy offer, developing e-commerce within the Growth Hub and increasing our day-to-day social media presence.

There are two business support case studies, a thought leadership piece and a PR opportunity for the Business Case Development fund in the pipeline, we will be incorporating these into the Annual report (currently under development).

### **3. Governance Updates:**

- Our Company Risks are being actively managed with Top Risk identified in **Annex B**. We have a schedule of reviews planned during the year to keep the register updated.
- Both the Finance and Resources and the Audit and Risk Committee will be held in late July. With the year end audit from Kreston Reeves expected shortly.
- We held our first in person all team meeting on the 07 June, where the team presented on all new workstreams and projects.
- Our version of the Local Assurance Framework is still compliant with the National Assurance Framework, the team is on hand to make any changes that may be necessary. A full review will be conducted when the Delivery Plan is complete.
- The Internal Audit for Payroll was received and is due to be scrutinised by the Audit and Risk Committee.
- We have held two Local Authorities meetings since the last Board and we are happy to participate in Local Authority Overview and Scrutiny Committees.
- We have no live Complaints or Freedom of Information requests.
- A new company structure has been produced in light of the new mandate from Government and can be found at **Annex C**.

#### **3.1. Board Development:**

Our Board continues to successfully operate to support the company. This Board meeting will be supplemented by a strategy session for the Board members and the Executive team to develop ideas and strategies to help the business in the new direction. The company is developing to meet the new challenges laid out by Government and there are opportunities for the Board to work with this new structure and support these new workstreams.

The Board is asked to vote on the extension of the terms of Richard Hopkins, Amanda Jones and Claire Mason. These three Board members have contributed exceptional work in their first terms and we invite the Board to re-appoint them for another three year term. This would be their second term with an optional final three year term upon completion.

#### **4. Growth Hub Update**

Funding for the Growth Hub for the financial year 2022/23 has been reduced by 50% from £536,500 to £268,250. As a result of this reduction in funding we took the opportunity restructure the team and to re-evaluate our delivery strategy.

We have flattened the structure, focusing the whole team on front line delivery, making the most of the talent and potential of each individual. We now have dedicated marketing support in the team and engagement levels through social media have subsequently increased.

The BEIS funding criteria is slightly more relaxed this year giving us scope to develop our own strategy. We are expected to:

- provide all businesses across Coast to Capital - no matter their size or sector - with access to advice and support via a free, impartial, 'single point of contact'.
- offer a triage, diagnostic and signposting service to make sure that all businesses approaching the Growth Hub can know what is available and can access the right support at the right time.

We considered two options for our service delivery:

1. service all businesses with very light touch engagement and signposting to other initiatives; or
2. offer high quality intensive support with fewer more established businesses and a very light touch offer for all other businesses

We have chosen option 2 as this will deliver greater impact, build stronger relationships with businesses, allow us to develop a portfolio of case studies and will better serve our commercial aims.

We will segment our support service into a 3-tiered approach:

##### **1. Light touch support**

- Aimed at start-up and micro businesses.
- Better utilise website to triage and help access relevant support – start up support section on website.
- Business Insight & Marketing Coordinator to provide signposting support for startup and micro business enquiries.

##### **2. Business Account Manager 1-2-1 support**

- Aimed at established business who can demonstrate a current growth project.
- Start-up businesses who have received significant investment and will have challenges with scaling the business.
- Businesses that are able to demonstrate 2 years of financial accounts.

### **3. Growth Champion support**

- Accessible to established business – minimum 1 year of trading history.
- The business should have a minimum annual turnover of £250,000.
- The support will directly aid the growth plans of the business.
- Maximum of 1 intervention per business – available until funding is fully allocated.

Businesses not eligible for more intensive support will be referred to the most relevant business support initiative, be those online resources, or through one of our many partners in Coast to Capital.

The Growth Hub is also delivering a bespoke Business Support programme for Mole Valley District Council as a part of our commercial offering. This programme of support runs from May 2022 until January 2023.

In line with the rest of the organisation, the Growth Hub is exploring further commercialisation opportunities.

## **5. Skills**

### **5.1 Coast to Capital skills remit**

Coast to Capital's remit around skills has changed over the last few months. The launch of the Skills and Post-16 Education Act formalised the Skills Accelerator initiative which includes the Strategic Development Fund (SDF) and the Local Skills Improvement Plans (LSIP). The responsibilities around skills strategy and funding have moved away from LEPs to business representative organisations and skills providers. We still have a responsibility to collate and analyse skills and labour market data and will receive £55K from the Department for Education to do so, but the focus will be on supporting our local LSIPs (Sussex and Surrey). As such, there is no longer a requirement or need for a Skills Advisory Panel, which for us is the Skills 360 Board. The last meeting took place in June and those members who are not already involved with the Careers Hub have been invited to join its Steering Group or to join a Cornerstone Employer Group.

We would like to thank the members of the Skills 360 Board for their commitment and contribution over the last three years. The work that the Skills 360 Board has done to

understand the skills and labour market and to establish priorities for change is being used as a foundation for the development of the Local Skills Improvement Plans.

Surrey Chambers of Commerce submitted their expression of interest (EOI) to DfE on 6 June for an LSIP across the EM3 geography, plus the four districts and boroughs in East Surrey. We worked closely with Surrey Chamber and EM3 colleagues to analyse the economic data of the proposed LSIP geography and develop a narrative on current the labour market. Further guidance on LSIP development is expected to be published late Summer 2022 with additional designations being announced in Autumn 2022.

## **5.2 Enterprise Adviser Network (EAN) and Careers Hub Programme**

### **Growth plans**

The Careers Hub will be expanded to enable full coverage of the Coast to Capital area for September 2022. 12 additional special schools will be invited to join the network to increase our total cohort to 111 institutions (all state funded schools and colleges in the region). Two new staff members will enable full coverage. An Operational Hub Lead will lead and manage the team of Enterprise Coordinators and volunteers and analyse the performance of institutions against the Gatsby Benchmarks. A Special Educational Needs and Disabilities (SEND) Enterprise Coordinator will support special schools and colleges across the region.

### **Achievements this term**

The Enterprise Coordinator team have delivered the following two new pilot programmes during the first half of summer term following our successful bid for funding from The Careers & Enterprise Company to support inclusion activities:

#### **a) The Inspire Programme**

A bespoke programme of activities created to help remove barriers for young people in alternative provision centres. Students took part in barista training, a visit to Gatwick Airport, an initiative to work with horses for a day and a 121 personal guidance interview with a qualified Careers Adviser.

#### **b) Hello Inclusion**

A series of workshops to prepare young people with special needs for level 2 Apprenticeships. An Inclusive Apprenticeship webinar was delivered in May in partnership with the Sussex Council of Training Providers (SCTP) to help encourage employers to improve the accessibility of their apprenticeship vacancies.

We have begun development of a **website** setting out accessible labour market information for students with special educational needs and disabilities. The website will launch on September 22.

**Careers in Construction** (two weeks of work experience) has been promoted as an opportunity for Careers Leaders to choose from a selection of construction-based activities, ensuring that every young person has access to work experience this year. Activities include the relaunch of our Building Green Foundations virtual work experience programme, Building your Future Home competition, live Q&A sessions with construction employers and visits to construction businesses.

The EC team has organised a **Summer Conference** in June to showcase the impact of our work over the past two years and to offer a CPD and networking opportunity to our stakeholders and partners.

We were delighted to find out that **88%** of our Enterprise Adviser volunteers are satisfied with their experience of being an EA. We were **ranked as the second highest scoring Careers Hub in the country**.

**Liane Richardson**, Chair of our Careers Hub Steering Group, has been recognised by The Careers and Enterprise Company as a 'Careers Champion' for her outstanding work as an Enterprise Adviser to the Royal Alexandra and Albert School in Reigate following a case study we submitted. There will be social media posts week beginning 4<sup>th</sup> July.

**Sarah Crush**, our Cornerstone Employer group Chair has been asked to showcase the work the Coast to Capital Careers Hub have done to help amplify technical and vocational routes at the Cornerstone Employers National Community Meeting on the 12th July. Sarah will be talking about our Open Doors Apprentice Talks delivered during National Careers Week to 12 schools in the Hub.

### **Progress against targets**

The Careers & Enterprise Company has launched the 'Summer Challenge' to help support Enterprise Coordinators to progress floor targets.

This term reports have been sent to all Head Teachers and college Principals in the Careers Hub to summarise institution progress in the benchmarks including a local and national comparison. The reports have been well received and we will review how the data can be further broken down by institution type to make sure the data is meaningful.

Schools and colleges are asked to self-evaluate their progress in the Gatsby Benchmarks at the end of each term. We will next be analysing our data and progress against KPIs during the summer term in July. **Annex D** provides an interim dashboard update on the work on the Enterprise Adviser Network and Careers Hub programme.



## **Strategy for the year ahead**

The Careers Hub has made excellent progress in delivering the Careers Hub Strategy for 2021/22. The strategy incorporates seven coordinated actions to focus on the priorities of The Careers & Enterprise Company with alignment to LEP priorities.

Actions for the next academic year include working towards the expansion of our Careers Hub and Enterprise Coordinator provision. The Careers Hub will continue to support all institutions to further progress the Gatsby Benchmarks, offering targeted support to Careers Leaders.

## **6. Company strategy**

The Board strategy session will explore the overall company strategy in more detail. We have produced a business plan, which will be refreshed later in the year once we have gained Board consent for the very strong commercial focus that we are proposing at the Board strategy event.

We had to publish our business plan by 30 June and have therefore posted the draft text on the website. Following the Board strategy session, we can further update the plan as it will be a 'live' document.

## **7. Consultancy**

This section has been redacted.

## **8. Diversity Statement**

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

## **9. Legal Statement**

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

## **10. Finance Statement**

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

## **Annexes:**

**Annex A – Gross Value Added Summary**

**Annex B – Company Top Risks**

**Annex C – New Company Structure**

**Annex D – Careers Hub & EAN Dashboard**

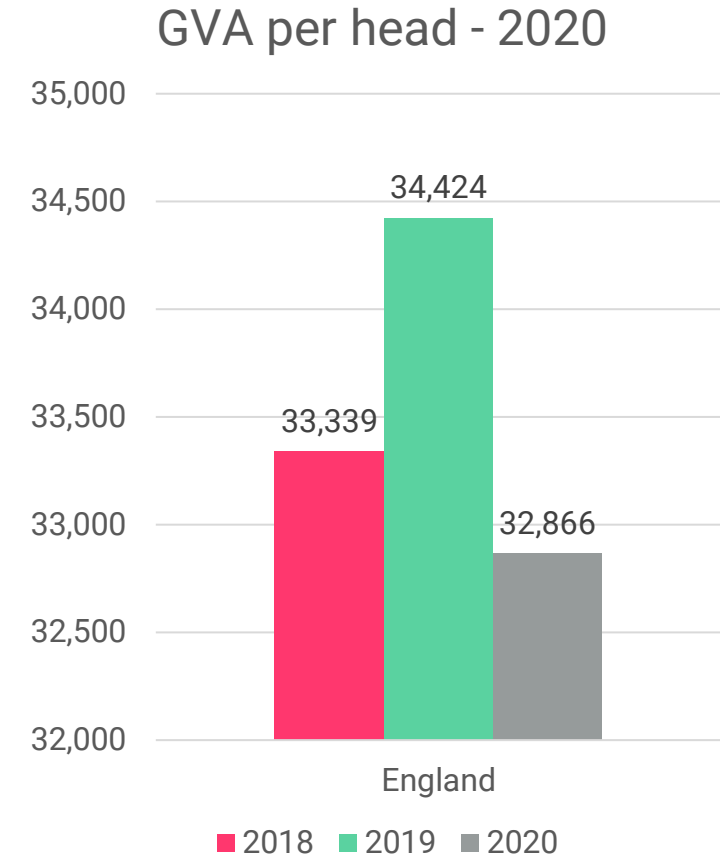
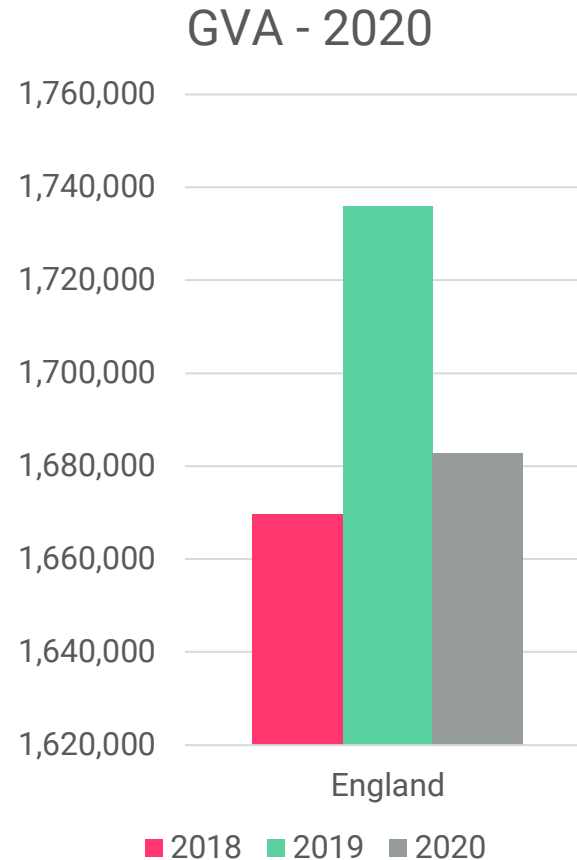


## Gross value added (GVA) - Summary

# National context

# Gross value added (GVA) - England 2020

- The **gross value added (GVA)** in England in 2020 was estimated at **£1.6 trillion**. This is a 3% decline on the 2019 figures.
- GVA per head of the resident population also declined between 2019 and 2020, falling 5% to **£32,866** per head.
- The GVA per head in the South East was higher than the England figure in 2020 at **£34,516**. This was a 4% decline on 2019 figures.

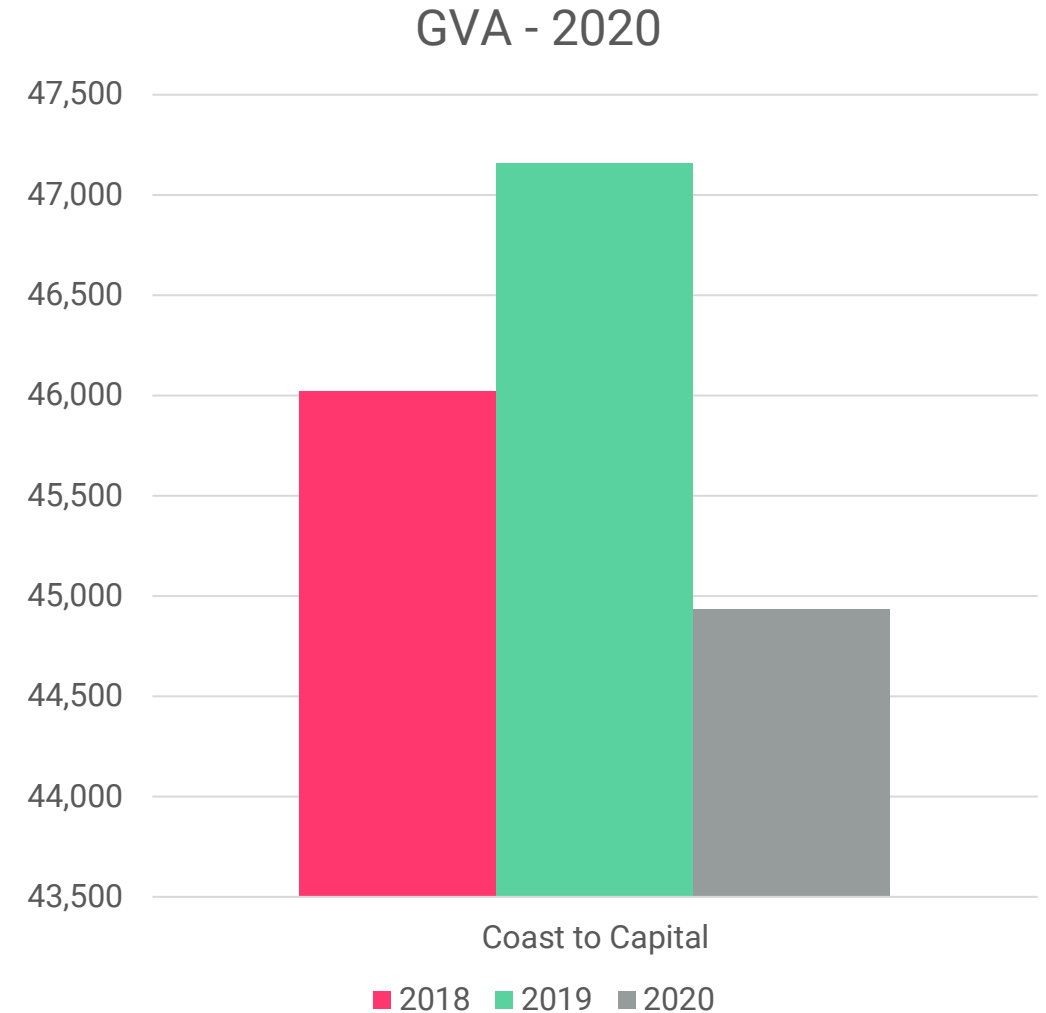


Source: Office for National Statistics (ONS), Regional gross domestic product: nations, 2020  
Note: Per head of resident population.

# Coast to Capital context

# Gross value added (GVA) by LEP - 2020

- The **gross value added (GVA)** in Coast to Capital in 2020 was estimated to be **£44.9bn**, down from £47bn in 2019. This is a **5% decline** compared to 2019 figures. Whilst this figure is lower than the 12% decline we estimated previously, this is one of the biggest declines in GVA for LEPs with only **Cornwall and Isles of Scilly LEP** and **Cumbria LEP** seeing declines of 6% (please see next slide for this data).
- There were **seven other LEPs** that saw declines of 5% during this same period, but they are all either in the north of the country or midlands.
- The other LEPs that neighbour Coast to Capital saw **lower declines in GVA**. SELEP and Solent saw 4% decline, whereas EM3 and London saw a 3% decline.
- The **average decline** across the 38 LEPs was 3% (same for England) between 2019 and 2020, therefore highlighting the higher impact of the pandemic on Coast to Capital with a decline 2 percentage points above the average.
- The decline for Coast to Capital was also **2 percentage points** higher than the England and South East levels, both declined by 3%



Source: Office for National Statistics (ONS), Regional gross domestic product: enterprise regions, 2020

**Figure 1. Top ten performing LEPs, 2019 - 2020**

GVA by LEP (top 10), 2020 (£m)

Rank	Local Enterprise Partnership	Total GVA (Balanced)	% change between 2019-20
1.	London	£470,285	-3%
2.	South East	£96,195	-4%
3.	Greater Manchester	£74,845	-2%
4.	Enterprise M3	£58,883	-3%
5.	Leeds City Region	£57,381	-2%
6.	Greater Birmingham and Solihull	£52,562	-5%
7.	Derby, Derbyshire, Nottingham and Nottinghamshire	£50,469	-2%
8.	South East Midlands	£48,949	-5%
9.	Thames Valley Berkshire	£45,843	-2%
10.	Coast to Capital	£44,933	-5%

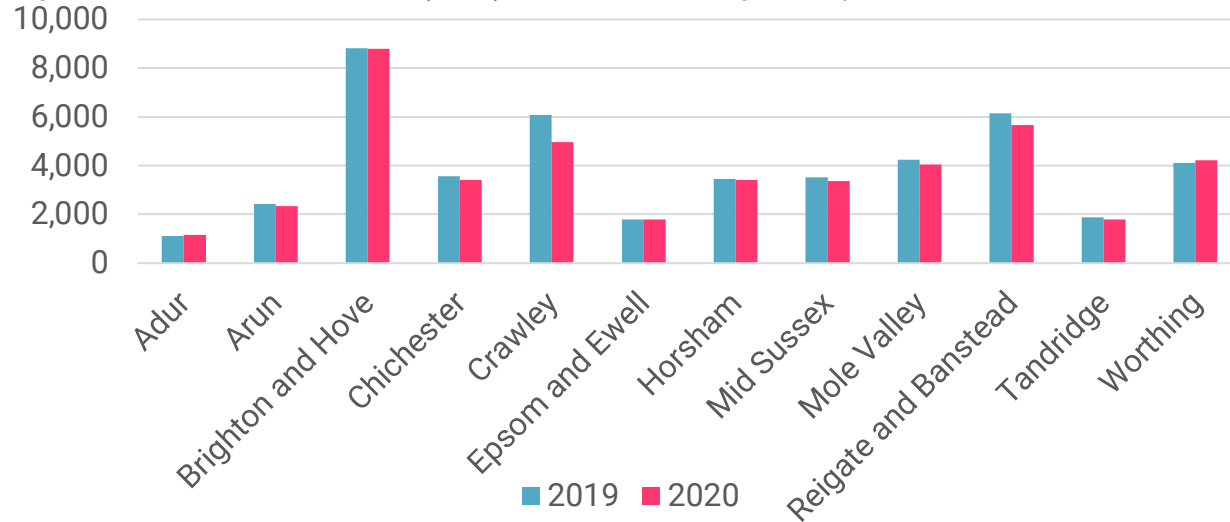
GVA by LEP (top 10), 2019 (£m)

Rank	Local Enterprise Partnership	Total GVA (Balanced)
1.	London	£482,863
2.	South East	£100,528
3.	Greater Manchester	£76,545
4.	Enterprise M3	£60,692
5.	Leeds City Region	£58,812
6.	Greater Birmingham and Solihull	£55,279
7.	Derby, Derbyshire, Nottingham and Nottinghamshire	£51,382
8.	South East Midlands	£51,316
9.	Coast to Capital	£47,160
10.	Thames Valley Berkshire	£46,607

# GVA by local authority - 2020

- Only two areas in our region had declined more than the Coast to Capital average. **Crawley** saw the biggest decline in GVA between 2019 and 2020 with a **decline of 18%**. Followed by **Reigate and Banstead** with a **decline of 8%**.
- **Worthing** saw the biggest increase between 2019 and 2020 with an **increase of 3%**, followed by **Adur** at **2%** and **Epsom and Ewell** at **1%**.
- Whilst **Brighton and Hove's** economy remained **relatively stable**, prior to the pandemic GVA increased year on year and **increase on average 5%** between 2014 and 2019.
- The below table lists GVA by each local authority for both 2019 and 2020.

Figure 2. Gross Value Added (GVA) at current basic prices, pounds million



Local authority	Total GVA (Balanced)	% change between 2019-20
Crawley	£4,959	-18%
Reigate and Banstead	£5,672	-8%
Mole Valley	£4,036	-5%
<b>Coast to Capital</b>	<b>£44,933</b>	<b>-5%</b>
Tandridge	£1,781	-5%
Mid Sussex	£3,368	-4%
Chichester	£3,415	-4%
Arun	£2,328	-4%
<b>England</b>	<b>£1,682,752</b>	<b>-3%</b>
<b>South East</b>	<b>£287,359</b>	<b>-3%</b>
Horsham	£3,404	-2%
Brighton and Hove	£8,800	0%
Epsom and Ewell	£1,802	1%
Adur	£1,151	2%
Worthing	£4,218	3%

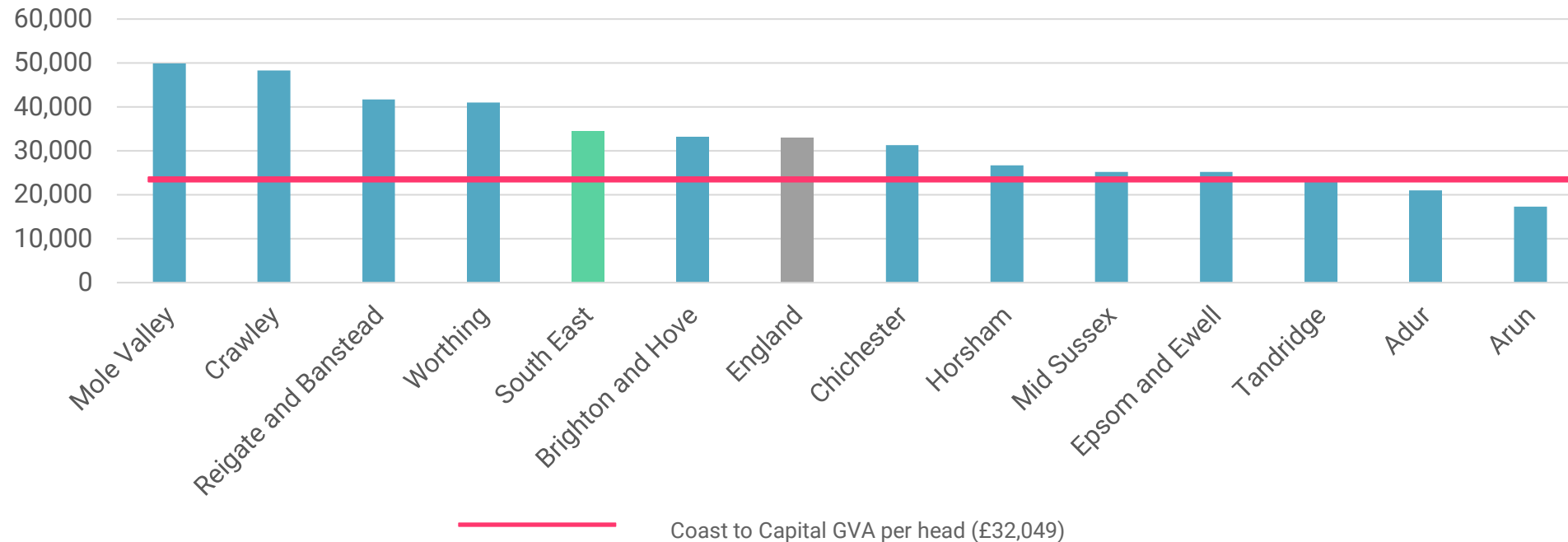
Source: Office for National Statistics (ONS), Regional gross domestic product: local authority, 2020



# GVA per head of population - 2020

- The table below shows GVA per head of resident population. While GVA per head can be a useful way of comparing regions of different sizes, comparisons can be affected by commuting flows into or out of the region. For instance, resident population does not include numbers of workers who commute into the area for a job, but do not necessarily live in the area.
- GVA per hour worked is the metric the ONS uses to determine labour productivity, however the 2020 figures have not been published yet. Once published, the below table will be updated with GVA per hour worked.

Figure 2. Gross Value Added (GVA) Per Head by Local Authority, 2020 (£ per head)

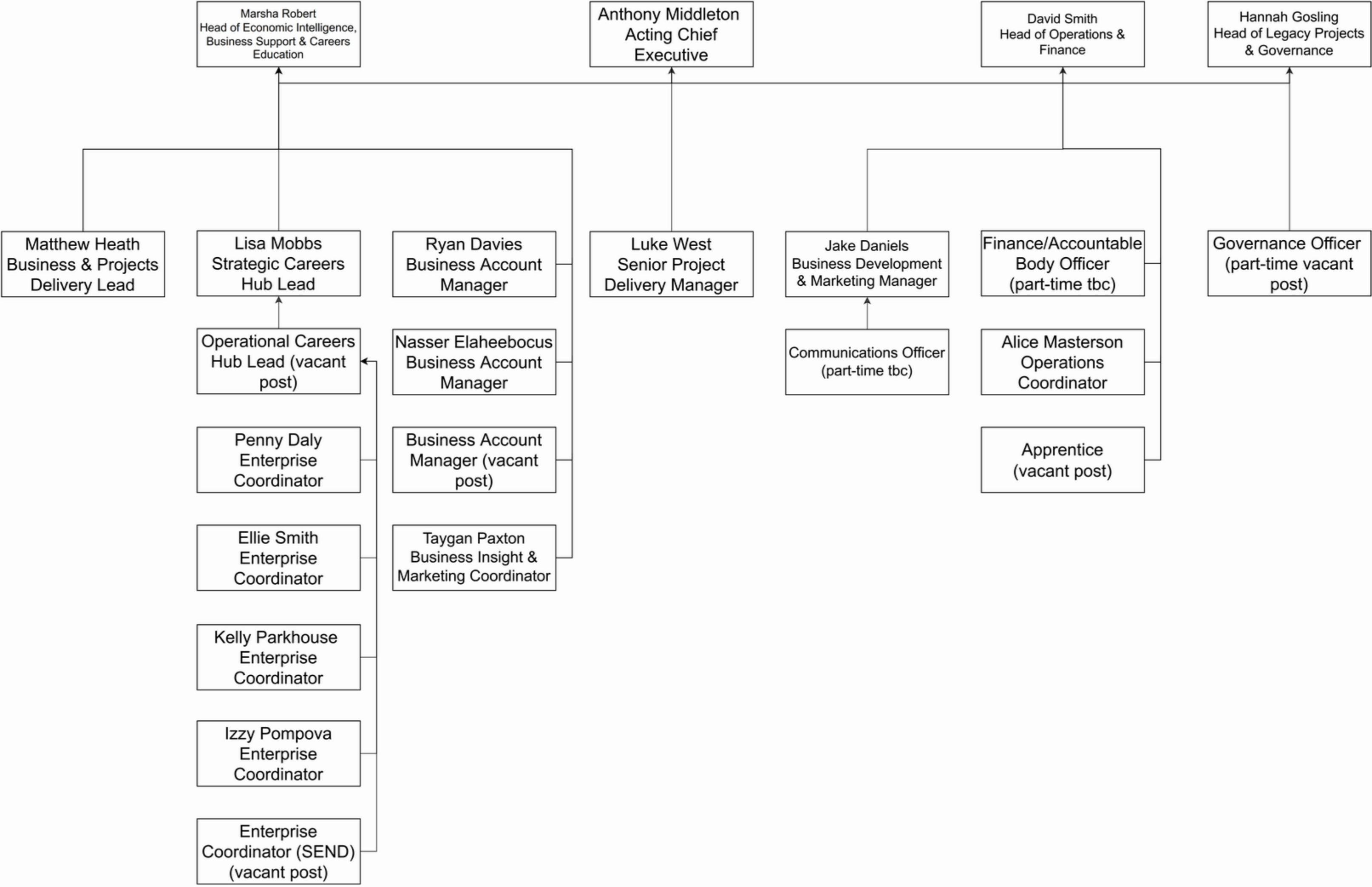


# Coast to Capital

This report was prepared by  
Marsha Robert, Knowledge and  
Analysis Lead at Coast to Capital

[Coast2capital.org.uk](https://coast2capital.org.uk)  
[Contact@coast2capital.org.uk](mailto:Contact@coast2capital.org.uk)

Risk Grouping	Risk Examples	Risk Owner	Inherent Combined Score	Key Current Mitigations	Residual Combined Score	Planned Actions	Due Date
1	Lack of resources, prevents delivery, inhibits growth, or reduces morale Workload on team members cannot be adequately met by current resourcing following the restructure, which is made more uncertain with the existing freeze on recruitment. Teams are not able to meet stretching objectives, and are not resilient to staff absences/ peaks of work. Delay in corporate projects because of peaks in demand Resources are limited, so unable to respond to increases in demand. Staff unable to complete all aspects of complex tasks, leading to ambitious business plan not being fully achieved. Current uncertainty on the long term future of LEPs, mixed with limitation on staff rewards, talent management, investment in staff leads to poor staff retention. Staff overloaded leads to decline in morale, well-being, long term sickness, mental and physical health issues.	AM	10	Business planning exercise for 22/23 financial year. Includes budget setting and use of contingency. Reviewing performance management process for 2022/23 to ensure objectives are clear and system is easy to use. A training programme is in place focusing on management, professional skills, and linking to our Values. Staff welfare policy and wellbeing of staff. Prioritisation of key business areas will be implemented and reflected in the 2022/23 Business Plan.	12	CEO to review pay strategy in light of 22-23 budget. Resourcing and structure to be reviewed, and where required to look at 'unfreezing' recruitment activity.	Ongoing
2	Inability to attract, retain and motivate the right staff to achieve Coast to Capital's Business Plan Negative Staff Morale due to current working conditions and short-term uncertainty, around new company structure and LEP review, leads to underperformance in company and dissatisfied staff who may leave. Excessive recruitment, such as from re-organisation drains time and cost from Business. Necessary incentives and adequate pay for the retention of Key staff and suitably Skilled employees to adequately deliver the business plan. Unclear staff review process to identify progression opportunities effects motivation of staff and effectiveness of employees Lack of management of staff to identify poor performance and violation of policies from employees resulting in litigation against the company.	AM/DS	16	Regular staff meetings and updates as well as staff events. (JD) Clear, transparent communication with staff regarding LEP review, including positive messaging on company financial position (CEO) Company restructure improves cross team working. Competitive benefits package for staff, reviewed annually. Salary benchmarking completed for all roles to ensure market value competitive salaries for staff Appropriate objective setting and review process implemented, including reviewing development/training requires for staff. Clear recruitment process to save time and costs, managed internally.	12	Clear HR strategy and communication over new organisational structure to team members across the business (01/07/2022)	
3	Change in political climate creates remit, funding and strategic priority uncertainty Uncertainty on the ask of LEPs in the long term, including devolution discussions, potential LEP crossover, in light of the LEP review. Lack of clarity around possible County deals, causing difficulty to strategically plan longer term, including budget planning without certainty of core funding/partner contributions.	AM	12	Engagement with local authorities to build regional identity. Working closely with local businesses on strategic projects for the region. Board mandate & the Management team creation of a detailed value proposition offer to partners, aligning to Stronger, Smarter Greener, and the LEP review remit. Engagement with the LEP Network, MP's, stakeholders, ministers and senior civil servants around the regional programme, and LEP workstreams to raise our profile, and to help influence decisions. Proactive work through Catalyst South, to ensure that our analysis, collaborative work and influence sets the right context across the wider South East.	9		Ongoing
4	Coast to Capital does not continue to be a going concern Expected income streams are not realised. Government do not provide core funding to the LEP Local authorities facing their own significant financial challenges, meaning likelihood of future contribution to the LEP is uncertain. Ongoing costs become unmanageable, and the various income streams and funding requirements make it difficult to organise structure in the business. Unplanned costs materialise. (Cost are not aligned with income).	AM/DS	12	Chair & Chief Executive working closely with the LEP Network to secure longer term income commitments Head of Finance ensuring strong financial governance in place including: - 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 Monthly Reporting to the Board. Weekly management team meetings to look at future planning	8	Update Board & Finance and Resources Committees following the Funding letters, with a proposed budget.	
5	Unallocated funding is not utilised and Government requests it to be given back. Current or future unallocated funds are lost from the region, with potential impact to the organisational objectives.	DS	12	Seed funding call being launched to re-allocated LGF funds.	9		
6	Coast to Capital is no longer able to achieve its business critical operations Unexpected major emergencies (either environmental, economical, pandemic or political) stopping business operations through a lack of emergency planning. Faulty laptops, crashes in Microsoft 365, broadband issues or lack of support from Uptime causes mass IT issues leading to staff not able to conduct work Key staff with key knowledge not replaced caused skills shortage meaning an increased workload. Redeployment of staff to major projects results in other business areas being neglected. Lack of joined-up, collaborative working between teams reduces success of business plan and reputation of the LEP.	AM/DS	12	Strong IT support provided by Uptime in addition to 365 system in place. Contingency plans developed and implemented for vital work areas, including written processes where required. Clear workflows in policies to allow for delivery of business operations. Weekly management strategy meetings to address key operational issues Scenario planning for various responses to the LEP Review Acting CEO appointed.	9	New organisational structure to address operational challenges (01/07/2022)	
7	Coast to Capital suffers a breakdown of internal control and/or approval processes Errors in work due to a breakdown in internal structure and/or communication results in failures which damage reputation and effectiveness of Business. Lack of clear internal control increases likelihood of financial mismanagement High numbers of Complaints, FOI or Whistle blowing from poor operation meaning a large undertaking of staff time and damage to C2C reputation Litigation resulting in high cost for the Business Litigation due to failure to meet basic legal requirements for the treatment of staff. Possible Employment Tribunal taking staff time and incurring company cost Rogue Employee Accountable Body not delivering in service resulting in disruption to day to day business	CG/HG	12	Internal controls, checks, risk management and audit for LGF investment lifecycle. Strong and Robust Investment Committee in operation. Fully compliant Assurance Framework which details decision making processes annually reviewed. Media handling arrangements in place for complex cases including GPF. Robust Complaint Policy and Whistleblowing Policy in place. Employee handbook launched on 1 January 2020. Strong contract management in place with SME Adviser. Strong contract management with Accountable Body. Contingency in place including sign off and payments. Delegation of Authority determined. Risk Policy updated and risk appetite confirmed. Procurement Policy approved and implemented.	9	Audit and Risk committee to review Internal Audit Plan (01/07/2022) Review of the implementation of Internal Controls to be discussed following re-organisation (01/07/2022)	
8	Regional projects pipeline and agreed programme of LEP involvement does not deliver new investment for the region. A minimum of six projects cannot be identified and developed for funding this financial year. Pipeline of projects do not align with broad government policy agenda, and specifically within the context of levelling up. Regional projects do not address local barriers to productivity and growth, as set out in Stronger, Smarter, Greener framework.	AM	12	Working in a collaborative and agile way with partners to pool expertise and resource. Themed and prioritised projects which have the closest fit with regional and national strategy, and are saleable.	6	Regular conversations with partners to define the opportunity to work together. Keeping up to date on significant regional and national developments which relate to the projects. The Regional Project Business Case Development fund received 43 applications. These have been screened and assessed according to fund criteria. Successful applicants are now being contacted to confirm their allocations. Offering to support partners in developing business case projects that come out of allocation of the fund.	17 June 2022



## Enterprise Adviser Network (EAN) and Careers Hub

The Coast to Capital EAN works to connect senior, local business leaders with senior leaders in local schools and colleges to help motivate and inspire young people and make a major impact on their future career prospects.

The purpose of the network is to create powerful lasting connections between local businesses and education establishments in order to equip young people with the skills they need. To do this we have a team of Enterprise Coordinators who each support schools and colleges in their area and link them to local businesses.

## Update Enterprise Adviser Network Area

Hello Inclusion is a pilot project designed to better prepare young people with special education needs for a level 2 Apprenticeship. A series of workshops were delivered by partners Sense Learning to small cohorts of SEND students. Successful students have progressed to an Apprenticeship interview with The Grand Hotel in Brighton. Sussex Council of Training Providers presented an employer lunch and learn webinar to encourage local businesses to offer inclusive apprenticeships.

## Careers Hub Area

The Careers Hub piloted Head Teacher reports to help raise the status of Careers Leaders and to help ensure adequate provision and funds for careers education are in place for 22-23.



XXX School/College  
Careers Education Progress Report  
Spring Term 2021/2022

Below, is a progress report for your school for Spring Term 2021/22, showing progress over the last three Compass evaluations and comparisons across the Coast to Capital Careers Hub and nationally. The Coast to Capital Careers Hub & EAN works with 94 schools, colleges, SEND and alternative provision schools across East Surrey, Brighton & Hove and West Sussex, from Year 7 students upwards. 35 of these institutions form our Careers Hub.

Date of last termly Compass evaluation: Spring 2021/22

Coast to Capital Careers Hub Support

XXX is the Enterprise Coordinator at the Coast to Capital Careers Hub who supports your Careers Leader in their work to develop and deliver careers education, information, advice, and guidance.

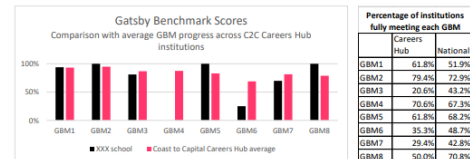
As part of their role, XXX also helps your institution to evaluate its careers programme three times a year (once each term, as outlined in your signed MOU), to track progress.

The Gatsby Foundation, in partnership with The Careers & Enterprise Company, has produced the Compass+ evaluation tool for this purpose, to assess how well each school and college meets each of the Gatsby Benchmarks (GBM).

<b>1</b> A stable careers programme	<b>2</b> Learning from labour market information	<b>3</b> Addressing the needs of every pupil	<b>4</b> Linking curriculum learning to careers
<b>5</b> Encounters with employers and employees	<b>6</b> Experiences of workplaces	<b>7</b> Encounters with further and higher education	<b>8</b> Personal guidance

Progress Report

The first bar chart shows the level of Gatsby Benchmark achievement in your institution compared to the Careers Hub average. The second chart illustrates how progress has been made towards reaching each benchmark in your last 3 evaluations. The table shows the % of institutions in the Careers Hub fully achieving each benchmark compared to the national average. The government expects all institutions to achieve all eight Gatsby Benchmarks at 100%, prioritizing Benchmark 1 in the first instance as this underpins the achievement of all other benchmarks.



Ranked XX of the 35 schools and colleges in the Coast to Capital Careers Hub  
\*Ranking is included in this report to provide a sense of your institutions performance against the Gatsby Benchmarks compared with all schools and colleges in the Coast to Capital Careers Hub. To determine rankings, schools and colleges have initially been sorted by the number of benchmarks they have achieved before being further sorted by their average GBM scores. Rankings are not shared between schools/colleges or MATs and it should be noted that careers provision is not consistent across our institutions.

## Case Study

### The Inspire Programme

Funded by the CEC's Inclusion CoP Fund, The Inspire Programme targeted the support of young people excluded from mainstream education, in Alternative Provision Centres. 49 students from West Sussex Alternative Provision Centre (WSAPC), Chalkhill Education Centre and Central Hub Brighton participated in activities to include barista training, a workplace experience visit to Gatwick Airport and 'Changing Lives through Horses' (The British Horse Society) and 1-1 personal guidance interviews with a qualified Careers Adviser.

*"Opportunities like this come our way very rarely and it's such a shame as our students represent us so well and thrive on the new experiences that they are given and the new skills that they learn – they are amazing young people – I am extremely proud of them as are all the staff at WSAPC! They are some of our most challenging students in school. Staff and students really loved it!" – Mandy Gamon, Careers Lead at WSAPC.*

*"I already work part time in a café, so my boss will be so proud of me when I show him my barista training certificate" – Student*

Sue Daniels, Chalkhill Education Centre was able to use funds to purchase materials for a new 'pop-up café' where students will learn entrepreneurial skills.

# Enterprise Adviser Network and Careers Hub Interim Report: June 2022



## Coast to Capital Targets

The tables below show the movement towards targets in our Grant Offer Letter in Coast to Capital for the EAN area (table 1) and the Careers Hub (table 2) for all institutions.

**Table 1: EAN Area targets and actuals**

	Revised Target	June 2022 (Term 2)
Benchmark 1	40%	51.8%
All EAN schools/colleges to achieve at least 2 Gatsby Benchmarks		56 of 58 (97%)
The EAN to achieve an average of at least 4 Gatsby Benchmarks		4.6 average (National average 3.8)
Clear evidence of progress in BM5 and BM6 should be made throughout the year		On track

**Table 2: Careers Hub targets and actuals**

	Revised Target	June 2022 (Term 3)
Benchmark 1	80%	54.5%
All Hub schools/colleges to achieve at least 3 Gatsby Benchmarks		29 of 35 (83%)
The Hub to achieve an average of at least 5 Gatsby Benchmarks		3.9 average (National average 4.7)
Clear evidence of progress in BM5 and BM6 should be made throughout the year		On track

Figures include SEND & APC Education Centers. All matched institutions.

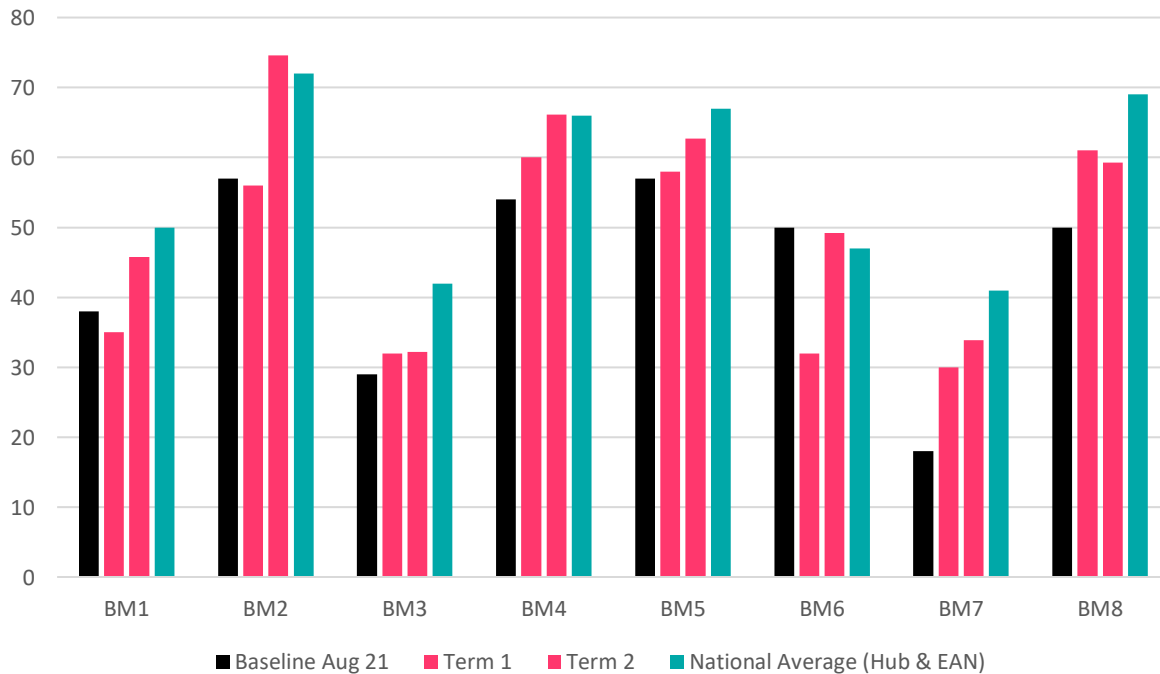
# Enterprise Adviser Network and Careers Hub Interim Report: June 2022



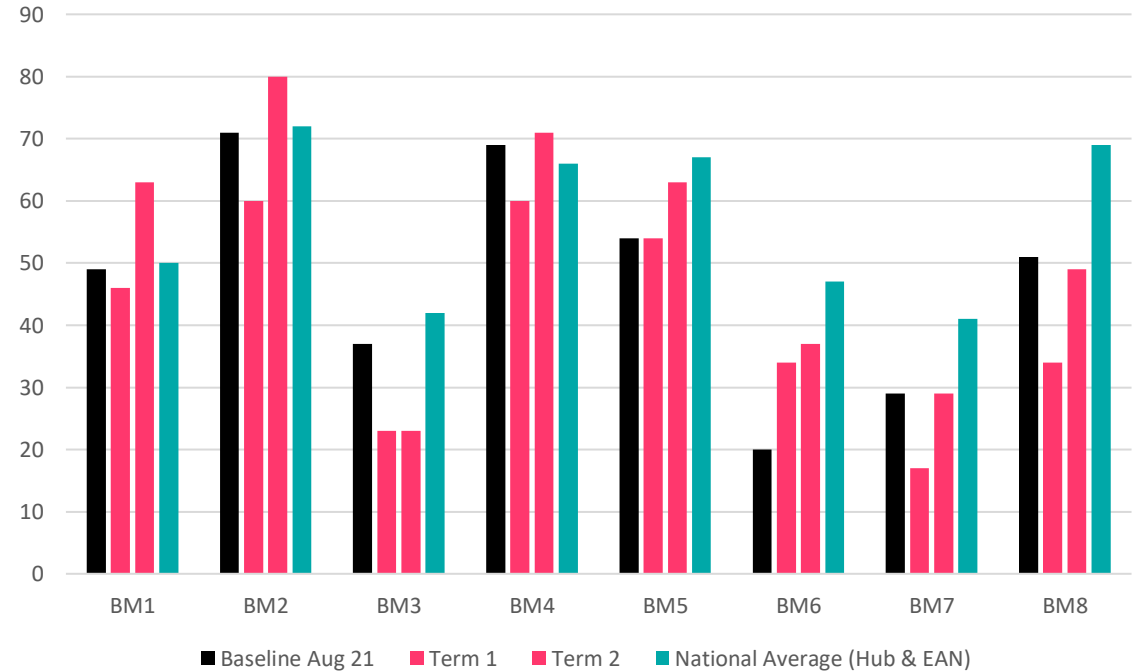
## Performance against Targets

The data below provides information collected from the most recent Compass reports submitted by the EAN area and Careers Hub schools and colleges (June 2022), as well as national data from Careers and Enterprise Company (CEC) on how the programme is progressing towards meeting our contractual targets. Graphs show the % of institutions fully achieving each benchmark (at 100%). Note: we expect to see significant change when data is evaluated again at the end of Term 3.

Coast to Capital Enterprise Adviser Network



Coast to Capital Careers Hub



# Coast to Capital

**Reference:** Coast to Capital Board Meeting  
**Date:** 05 July 2022  
**Report Title:** Chair's Report  
**Report by:** Julie Kapsalis  
**Item No:** 3b  
**Part:** A

---

## Recommendation:

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

## 1. Chair's Report

I am pleased to provide the following summary of my activity as Chair since our last Board meeting.

### Catalyst South

I continue my work as Chair of Catalyst South group of LEPs:

- Attended LEP Network Board virtual calls
- On 27 July I chaired a meeting with the Catalyst South Chairs and CEOs in London
- On the same day I attended a LEP Network Meeting of all LEP Chairs and CEOs
- Any key outcomes to be shared verbally at Board meeting

### External Stakeholders

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

- Attended the Institute of Directors Awards Ceremony for Director of the Year with Amanda Jones
- Attended Gatwick Airport Roundtable on Skills
- Supported Surrey Chamber of Commerce in developing and writing their proposal for a Local Skills Improvement Plan (LSIP) – positioning C2C as a key partner
- Attended the Tuesday Club with Business Leaders in Crawley
- Attended the Airport Operators Association Dinner as a guest of Gatwick Airport
- Attended Gatwick Diamond Champions Lunch and Roundtable event at Irwin Mitchell
- Attended One Surrey Growth Board Workshop led by Surrey County Council
- Attended the ICAEW Annual Dinner as a guest of Kreston Reeves



- Attended the Dynamic Business Awards as a nominee
- Presented at the NatWest Empower Forum

### **Internal Meetings**

- I continue to hold weekly meetings with Tony as the acting CEO
- Hosted and welcomed the C2C team away day on 7.6.22 at Nescot – giving an overview of Board activity
- Attended the 21.6.22 Team Meeting

### **2. Diversity Statement**

Any Equality, Diversity and Inclusion work undertaken by me for Coast to Capital has been referenced in the report.

### **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.