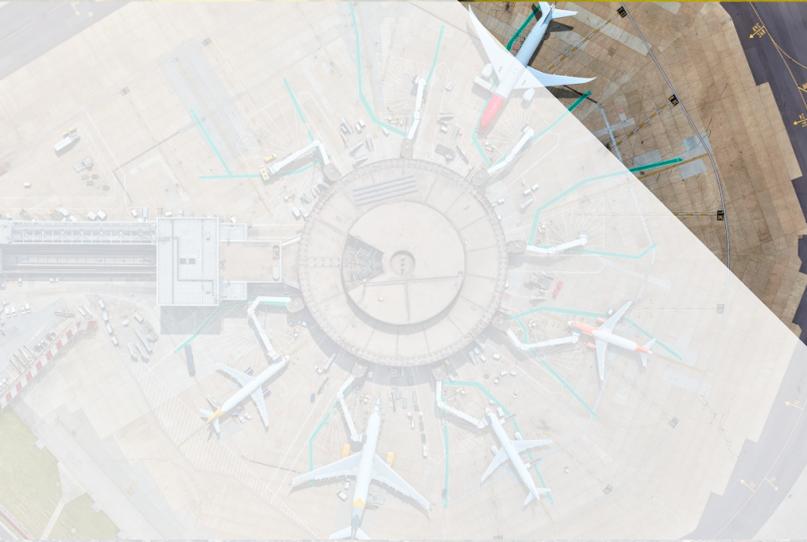


Coast to Capital Business Plan



2017 - 2018

1. Introduction

Our role as a private sector-led strategic partnership is to identify priorities and influence local economic growth. Our aim is to be one of the leading LEPs in the country known for:

- The effectiveness of our policy development and the extent of our influence
- The knowledge and professionalism of our organisation
- Our projects and services that achieve real impact in our local areas

We will know when we have reached this point when:

- We have business growth and productivity to match the best in the country
- We have a highly skilled and motivated workforce with the skills our economy needs
- Our infrastructure, housing and employment space optimise productivity and growth in our region

The Business Plan is our route map for how to get there in 2017/18

2. What we do

We use our private/public sector partnership to highlight the things that matter and that will make a difference to our local economy.

We firmly believe that private sector expertise can make a vital difference to economic development. We aim to build strong relationships with local business and act as the bridge between private and public sector. We work closely with our public sector partners to complement their expertise and to bring about change.

We use the financial resources we are given by Government to deliver projects and services that unlock growth and to articulate strategy and policy issues facing Coast to Capital. We lever in more investment from private and public sectors to deliver a more productive economy in the region.

2. Our main priorities for 2017/18

This year, our top-level priorities are to:

1. Renew our Strategic Economic Plan (SEP) to align with the Government's Industrial Strategy, recognising that the context in which we operate has changed radically
 2. Demonstrate policy and strategy leadership for the region, highlighting the things that matter and engaging with our partners to bring about change
 3. Deliver our Local Growth Fund projects on time and on budget. Lever in and deploy future resources more strategically in pursuit of excellent economic growth
 4. Deliver our services to businesses and their workforces, including the Business Navigator Growth Hub and the Enterprise Adviser Network, to increase economic competitiveness
 5. Set up and run our new regeneration and housing function and demonstrate progress in unlocking key sites and increasing investment.
-

4. About us

Our private sector led board is chaired by Tim Wates of the Wates Group, a major local business. Our Board comprises nine business leaders from locally based companies, ranging from multinationals to SMEs, leaders of local authorities and two senior education sector representatives, one from a university and one from further education colleges in the region.

Our unique role is that of an agile strategic partnership, working with businesses, universities, further education institutions and the community and, in agreement with Government, co-ordinating, advocating and delivering the priorities in our Strategic Economic Plan.

We have put in place a strong governance structure and assurance framework to make sure the way we operate is second to none in terms of professionalism and probity. We aim to operate openly, publishing as much information as possible about what we do and making this openly available on our website.

We have moved to a simple, efficient and transparent organisational structure based on three operational pillars, underpinned by communications and corporate services.

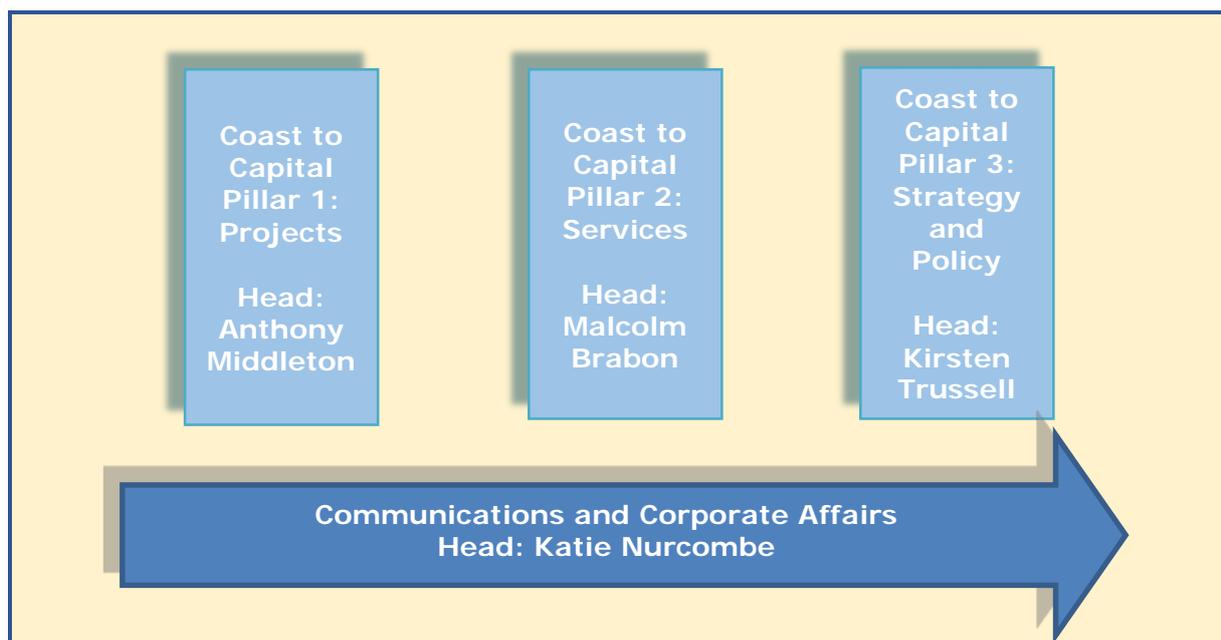


Figure 1: Our organisational structure

More information on our structure and priorities for each pillar in 2017/18 is in [Chapter 7 Our Organisation](#)

5. Our financial resources

Our total turnover in 2017/18 is expected to be in the region of £2.2m comprising the funds set out below. We are looking at ways to achieve financial sustainability for our organisation in our commercial strategy.

The public funds we are responsible for include:

Local Growth Fund: this is a £127m investment fund that we govern, deploy and monitor on behalf of Government to support a range of infrastructure investments to support economic growth. These are based on a Growth Deal with Government on priorities in our Strategic Economic Plan. In 2017/18, we expect to deploy £57.2m.

Growing Places Fund: This is a revolving loan fund of £23m which provides loan finance and/or equity investment to growth businesses. It is a fund of last resort for businesses unable to obtain funding from other sources.

Growth Hub: This funding is provided by Government to fund business support services through a team of business navigators. It supports their employment costs and the operation of the service.

Enterprise Advisor Co-ordinators: We receive funding from the Careers and Enterprise Company to support a team of Enterprise Co-ordinators. They work with business people to improve the quality of careers advice to young people in schools and colleges across the region.

European Structural and Investment Funds (ESI Funds): Our Coast to Capital of allocation of ESI funding¹ is issued through a programme of calls for projects issued by the national Managing Authorities which are the Government departments responsible for each of the three funds. In 2017/18, we expect calls to the following value to be issued under each fund:

- European Social Fund: £17.2m
- European Fund for Regional Development: £10.0m
- European Agricultural Fund for Rural Development: £3.25m

Enterprise Zone: Coast to Capital is responsible for the administration of an Enterprise Zone in Newhaven, one of forty-four Government-designated, Enterprise Zones in England, set up in order to aid regeneration and economic growth.

Revenue Grant from Government: We receive an annual allocation from Government to cover our administrative costs.

Contributions from local authorities in the region: In recognition of the role we play in promoting economic growth and prosperity in the region, local authorities make an annual funding allocation to help cover our operational costs.

For a more detailed breakdown, please see [Chapter 10: Our budget](#)

¹ In Coast to Capital we have an allocation of £54.6 million ESIF which is made up of £23.9m of European Regional Development Fund (ERDF), £26.9m of European Social Fund (ESF), with an additional £3.8m of European Agricultural Fund for Rural Development (EAFRD). This allocation was for the programming period from 2014 to 2020.

6. Our strategy

Our aim is to establish Coast to Capital as a high growth, digital innovation corridor, building on our strengths in digital technology, research and international connectivity, reversing the productivity gap between our region and the South East.

This year, we will be revising our Strategic Economic Plan to take account of the circumstances in which we are operating, which have changed radically since the last SEP was published in 2014. The new SEP will be structured according to the seven themes set out in Figure 2 below.

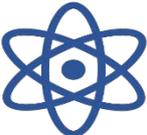
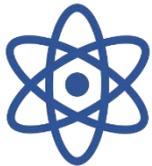
	<p>Coast to Capital Theme 1: Investing in science, research and innovation</p>
	<p>Coast to Capital Theme 2 Developing skills</p>
	<p>Coast to Capital Theme 3 Upgrading infrastructure</p>
	<p>Coast to Capital Theme 4 Supporting businesses to start and grow</p>
	<p>Coast to Capital Theme 5 Encouraging trade and inward investment</p>
	<p>Coast to Capital Theme 6: Housing and business space</p>
	<p>Coast to Capital Theme 7: Cultural leadership and destination management</p>

Figure 2: The Coast to Capital themes

As well as reflecting the specific priorities of our region, our seven themes align closely with the Government's Industrial Strategy, which aims to increase productivity and prosperity by establishing a framework for growth across all areas and sectors.

Theme 1: Investing in science, research and innovation



Government’s Industrial Strategy

Become a more innovative economy and do more to commercialise our world leading science base, developing new technologies and driving growth throughout the UK

Coast to Capital

We aim to become a digital and innovation corridor. We have world leading companies in some sectors, such as Thales in defence aerospace and Ricardo in clean automotive, as well as many innovative, cutting edge SMEs and a growing creative and digital sector.

We have a strong university presence and specialised support such as the Sussex Innovation Centre and the Digital Catapult in Brighton and a new advanced engineering and digital technology park at the University of Chichester.

There is an opportunity to focus on digital enabling technologies and roll these out across the wider economy, helping to develop regional clusters and supply chains around our regional strengths.

Coast to Capital’s science, research and innovation objectives

Coast to Capital objectives	Actions 2017/18
Increase collaboration between Universities, colleges and businesses	Explore and articulate new models for knowledge exchange in our SEP
	Maximise support for HE/ SME collaboration in our region, including through ERDF
	Complete the innovation audit and build on its findings in our SEP
Promote the use of big data across our economy	Explore in our SEP opportunities for other sectors such as care, tourism and transport to develop and implement innovation
	Support and promote digital transformation and use of big data across all sectors
Encourage collaboration and mentoring	Support development of innovation centres to improve productivity and growth

Theme 2: Developing skills



Government's Industrial Strategy

Build a proper system of technical education and boost key skills in science technology, engineering, maths and digital proficiency to ensure people have the skills employers need now and in the future

Coast to Capital

Coast to Capital has a skilled working age population and educational attainment is high: the proportion of those qualified to Level 4 and above is 45%, well above the South East and national averages of 41% and 38%². Nevertheless, there are wide variations at local level: 52% of Epsom and Ewell residents are qualified to these higher levels but just 27% of those in Adur are and there is a similar pattern at the intermediate skills levels; 70% of Epsom and Ewell residents are qualified to Level 3 and above whilst only 45% of Adur working age residents are.

Mismatches between the skills that employers and the economy need and the skills on offer are not only a major, contributory factor in our region's lower productivity but also lead to high levels of inward and outward commuting.

² Source: ONS Annual Population Survey 2016

Coast to Capital's skills development objectives

Coast to Capital objectives	Actions 2017/18
Develop the skills-base for us to become the digital and innovation corridor	Explore the development of an Institute of Technology in partnership with HE/FE and business
	Support the development of digital and innovation skills
	Develop increased research capacity in the region through the delivery of projects such as the Engineering and Digital Technology Park in Chichester
Focus on higher level, intermediate and technical skills that employers and our economy need	Promote and support high quality HE provision across the region.
	Increase the take-up and awareness of Apprenticeships in SMEs across the region
	Establish network of Enterprise Advisers in 100 schools and colleges across the region to improve work readiness of our young people.
Promote workforce development	Deliver increased capacity in FE and HE through the delivery of project investments such as the Advanced Engineering Centre in Brighton
	Engage with large businesses to ensure full use of their Apprenticeships Levy
	Use ESIF to promote workforce development in SMEs

Theme 3: Upgrading infrastructure



Government’s Industrial Strategy

We will upgrade our digital, energy, transport, water and flood defence infrastructure and join up central government investment and local growth priorities more effectively

Coast to Capital

Coast to Capital’s location at the heart of London and the South East with excellent access to national and international road, rail, sea and air links mean it is very well placed to achieve its ambition to become a digital growth corridor.

But digital and transport infrastructure require constant upgrading and updating to meet the rapidly changing needs of our growing economy and population.

Our future growth relies on excellent connectivity within and outside our region, including access to markets, knowledge and talent in London and abroad.

Coast to Capital’s upgrading infrastructure objectives

Coast to Capital objectives	Actions 2017/18
Develop the road and rail networks for super connectivity inside and outside our region	Support and invest in the delivery of Brighton Mainline improvements, and promote the success of railways in our region
	Deliver our existing Local Growth Fund projects to support transport and infrastructure
	Advocate and deliver investment to overcome bottlenecks in strategic locations e.g. M23 corridor, A29 and A27
Develop the digital infrastructure for us to become a digital growth corridor	Deliver our investment in 5G for our region working with University of Surrey and others
	Deliver digital infrastructure projects under Local Growth Fund Support the Digital Catapult in Brighton through our LGF project
Support the growth of Gatwick airport as a major employment hub	Advocate and support projects which allow expansion and business growth at the airport
Develop environmental resilience to underpin our growth	Support and invest in sustainable transport and resilience schemes and deliver our flood defence projects funded under Local Growth Fund

Theme 4: Supporting businesses to start and grow



Government’s Industrial Strategy

We will support businesses and entrepreneurs across the UK to ensure they can access finance and wider support to grow and have the right conditions for companies to invest long-term.

Coast to Capital

Coast to Capital has a large and growing business base. The stock of businesses increased by more than 13% from 2010 to 2015, above the south-east rate of 11%.³

However, Coast to Capital has more micro and small businesses and fewer medium and large companies which indicates that there are problems in scaling up. Business start-up rates are high with 103 new businesses per 10,000 people of working age in 2015, ranging widely from 80 new businesses in Worthing to 130 in Tandridge.⁴

We recognise there can be challenges with businesses securing start up and growth funding and there is a need for more and better co-ordinated business support to stimulate business ambition and facilitate growth.

³ Source: ONS UK Business Demography

Coast to Capital’s business start-up and growth support objectives

Coast to Capital objectives	Actions 2017/18
Provide business support for all SMEs in Coast to Capital from start up to growth	Continue to develop and deliver the Business Navigator Growth Hub and broaden the range of services on offer through the team of Business Advisers and Navigators. Drive through the use of ESI funds to provide business support for start-ups Drive through the use ESI funds to address business support gaps including management and leadership, strategic growth and innovation support.
Ensure SME businesses can get the finance they need for growth and investment	Drive through the use ESI Funds to provide SMEs with access to finance support. Use the Growth Hub to continue to support start-ups and SMEs to identify and access funding through the range of options that are available.
Ensure we are providing support that meets SME needs in the changing economic climate	Monitor and evaluate business support needs and the impact of our Growth Hub services on supported businesses

⁴ Source: ONS Business Demography/ Annual Population Survey

Theme 5: Encouraging trade and inward investment

Government’s Industrial Strategy



We will make Britain a global leader in free trade, including promoting and supporting UK exports, building future trading relations and creating a more active approach to winning major overseas contracts.

Coast to Capital

Exporting businesses are more productive, grow more and are more resilient to economic downturns⁵. Despite our locational advantages and international transport links including Gatwick and the proximity of the UK’s main seaports, our levels of international trade are relatively low. Only 19% of businesses export and fewer export regularly⁶. Without intervention, this is unlikely to change radically as only five per cent of non-exporters intend to start exporting in the next five years.

Foreign direct investment can be an important source of growth and has been shown to stimulate knowledge exchange and productivity as well as boosting local supply chains. Last year, a total of 41 new companies brought nearly 1,600 new jobs to our area. This was down slightly on the previous year and also included mergers and acquisitions. More needs to be done to focus on attracting and supporting new companies moving into our area.

⁵ *SME Innovation, Exporting and Growth*, ERC White Paper No.5, April 2013
James Love and Stephen Roper

Coast to Capital’s trade and inward investment objectives

Coast to Capital objectives	Actions 2017/18
Build a pipeline of new exporters	Identify and support potential new exporters through our Growth Hub services Use the Growth Hub to signpost new exporters to the most relevant services including the ESI and UK Government funded DIT support
Ensure existing exporters get the best support	Work with DIT to help existing exporters to identify new export market opportunities utilising Gatwick airport’s short and long haul destinations Use the Growth Hub to maximise the targeted take up and use of ESI and UK Government funded DIT support
Maximise inward investment in our region	Develop the Coast to Capital propositions and promote them to DIT, FCOs and inward investors. Work more closely with the DIT Inward Investment teams to identify inward investment opportunities Work with area partners to support inward investment enquiries Improve communications and develop relationships with overseas post and chambers to help increase enquiry flow Work with area partners to develop inward investment and account management strategies Ensure links established between DIT Trade and DIT Invest teams to make more effective use of trade visits and inward investment successes

⁶ Coast to Capital Export Survey 2011, Surrey Business Survey 2013 and West Sussex Business Survey 2014

Theme 6: Regeneration, business space and housing



Coast to Capital Aims

Housing affordability is a significant issue in our region, and risks impacting economic growth. We aim to help partners increase and unlock the supply of housing and business space in the area in line with local plans.

Coast to Capital

Our area’s many economic, natural and cultural assets as well as its strategic location make it an attractive place for people to live and for businesses to trade. As a result, we have a large and growing resident population. Land is in short supply and Coast to Capital is now one of the least affordable areas in the country to buy or rent a home. A shortage of business space is also a barrier to growth, specifically move-on space for growing businesses.

Local planning authorities lead the delivery of plans to deliver regeneration and housing growth in the region. Coast to Capital will develop work to support this, and to attract increased public and private investment the housing and business space needed for our economy to grow.

Coast to Capital’s regeneration, business space and housing objectives

Coast to Capital objectives	Actions 2017/18
Set up a Regeneration and Housing function	Recruit and resource a LEP regeneration and housing lead to deliver objectives set by the Board.
	Effectively engage with local government and the private sector to align this work with existing projects
	Maximise our region’s profile and influence with Government and HCA, including through LEP housing network
Help partners to achieve an increase in housing and employment space in the region	Support delivery of local plans through advocacy and supportive engagement in planning process to identify economic benefit of development
	Develop a programme of work to increase the skills and capacity of the construction sector in the region
	Increase investment in the region from private sector and public sector funds
	Develop options which could bring in further investment and unblock sites within local plans which are held back because of identifiable market failure

Theme 7: Cultural leadership & destination management



Coast to Capital Aims

We will capitalise on our unique natural, locational and cultural assets to build a stronger regional identity and attract investment and talent to our region.

Coast to Capital

As well as excellent locational advantages and connectivity by road, air and sea, our region has superb natural assets, including a large part of the South Downs National Park, two Areas of Outstanding Natural Beauty, coastline and downland. The cities of Brighton and Hove and Chichester are major visitor destinations and the region offers attractive coastal and historic market towns as well as a range of cultural and leisure opportunities. Our cultural and creative industries play a major role in our economy and add to the visitor offer.

Yet our region’s identity as a destination in its own right is little known outside the area. We think there is scope to do much more to promote and exploit our many assets to grow our cultural, creative and leisure industries and to attract national and international visitors as well as more businesses. This work is particularly important to safeguard our competitiveness once the UK leaves the European Union.

Coast to Capital’s cultural leadership & destination management objectives

Coast to Capital Objectives	Actions 2017/18
Capitalise on our unique cultural, natural and leisure assets for the good of our region	Work with local and national partners to explore the potential for more FDI, tourism and business tourism
	Develop our offer and a destination management strategy for our region working with local partners to complement their activities
Develop our creative and cultural industries	Map and understand our creative and cultural industries and the role they play in our economy
	Develop a plan for maximising the economic benefit of these industries for the region as a whole

7. Our Organisation

Pillar 1: Projects

A key part of our role is helping to build the infrastructure for productivity and growth in our region. We make investments on behalf of the Government through our local Growth Deal. These investments comprise a six-year programme of projects which will deliver: new road, rail and transport infrastructure; transport resilience; flood defences; digital infrastructure; urban regeneration schemes; business support and employment space across our region. Under the deal, we will receive £262m of Local Growth Fund over six years which is expected to lever an additional £390m of investment from local public and private sector partners. In 2017/18, we expect to draw down £51.8m of Local Growth Fund.

We also manage the Growing Places Fund which is a revolving loan fund to support projects which contribute to goals for employment growth in the Coast to Capital area. Our loan investments total £22.7m to date and range from start-up business investments, through to equity investments in mixed use regeneration schemes through to the iconic i360 attraction in Brighton.

Case study

We have a strong track record in delivery and this has been recognised by Government most recently through the award of £66m for our Growth Deal round 3. This award outranked the majority of other southern LEPs in the UK and was recognised by Government in its significant strategic case built around the M23 Digital and Innovation corridor. Project investments that we are supporting ranged from major

infrastructure investment to unlock new housing development in Burgess Hill, the creation of a major international conference centre in Brighton through to a landmark regeneration scheme in Croydon. This all follows on from a legacy of dynamic investments that Coast to Capital has already made in the region.

Our priorities for Projects this year are:

To promote and deliver with partners, investment in projects to create:

- **Digital transformation and improved digital infrastructure.**
 - **New innovation and start-up business space**
 - **Facilities to provide skills-based training in digital and innovation areas, across further and higher education sectors.**
 - **New teaching and research facilities to further our digital innovation corridor**
 - **Increased capacity in sustainable transport and 'key' arterial routes where there are 'bottlenecks', together with flood resilience and digital infrastructure**
 - **Enhanced foreign direct investment and international trade within our region**
 - **Regeneration and housing infrastructure projects that increase capacity and footfall and unlock new employment space**
 - **Increased high-value tourism and enhanced cultural facilities**
-

Pillar 2: Services

Innovative, competitive and growing businesses will drive our economy forward and close the productivity gap between us and the best performing areas. We deliver services to businesses to support start-ups and growth through our Business Navigator Growth Hub including our team of three business advisors, three business navigators and a partnership manager.

Businesses that trade internationally are more likely to grow and have higher productivity. We work closely with the Department for International Trade (DIT) to make sure our companies get the best support. We also encourage inward investment as an effective way of generating more employment, knowledge exchange, GDP growth and creating a more global economy.

Under the services pillar, we also run our Enterprise Adviser Network which matches senior business leaders with schools and colleges to develop their strategies for increasing business engagement and encourage greater employability among young people through improved careers and enterprise information, advice and guidance.

Case study

Recently one of our Growth Hub Business Advisers introduced two innovative health and life science businesses, who are now working together in collaboration. TickleTec is a medical products, innovation and manufacturing business. MD Peter Bailey said:

"Serendipity struck, as a chance mention by one of my co-finalists in the 2016 Design Council Spark competition drew

me towards Coast to Capital and the indomitable Amanda Geel. In addition to some valuable social networking coaching, Amanda also directed me funders and to a Small Business Grant, which has awarded me with £2,000. But Amanda's greatest contribution was introducing me to another of her clients, Bola Lafe of Opus Innovations. This was indeed inspired as Bola and I make a great team".

Our priorities for Services in 2017/18 are:

- **Delivering the Enterprise Adviser Network to ensure it delivers implemented strategic plans in its 100 schools and colleges with effective support from trained Enterprise Advisers**
 - **Developing the EAN to be the coordinating lead with regards to enterprise in education**
 - **Developing the Growth Hub service to deliver an extended range of targeted services including more in-depth support to scale-up businesses**
 - **Aligning the Business Growth Grants better with the Growth Hub**
 - **Ensuring the effective delivery of export support throughout the area**
 - **Developing and promoting a range of sector focussed propositions to stakeholders and inward investment prospects**
 - **Developing robust evaluation so that we can see the impact Growth Hub interventions are having on participating businesses and the local economy**
-

Pillar 3: Strategy and Policy

Our work under the Strategy and Policy pillar is central to our role as a strategic influencer and falls into four main areas:

1. **Influencing and responding to Government initiatives and consultations:** This includes responding to major consultations such as the Industrial Strategy and the Airports consultations. Our work is focused on creating a favourable climate for us to achieve our objectives for growth and we draw upon the expertise of our partners to create our responses to consultations. We reflect national priorities, for example developing our new regeneration and housing function.
2. **Our core role:** this includes responsibilities we have been given by Government for example, the strategic deployment of the European Structural and Investment Funds (ESIF) in our area and ensuring the recommendations of the area based reviews for the further education sector impact positively on economic growth.
3. **Priority time-limited tasks:** Task Groups, led by board members and drawing in experts oversee the development of top priority projects. In 2017/18, these will include:
 - Newhaven Enterprise Zone
 - The new Strategic Economic Plan
4. **Other important issues:** There will always be major challenges which affect our economy and to which we need to respond, for example, the urgent need for investment in Brighton Mainline and external factors such as Brexit.

Case study

Recognising that the lack of affordable housing and business space is a major barrier to economic growth in the Coast to Capital region we established a Housing and Regeneration Task Force. It brought together private and public sector expertise to advise the Coast to Capital Board on the opportunities to increase housing and employment space, drive regeneration and stimulate economic growth.

As a result of the Task Force, Coast to Capital is now developing a range of products to support the delivery of local plans in our area and to help bring forward housing types and commercial space which will support growth and productivity in our region. The LEP will not act as developer, but will work with planning authorities and the private sector with a focus on supporting, funding and advocating housing and business space as well as unblocking site-specific issues. We are working closely with Government and the HCA on the development of a model to enable this.

Our priorities for Strategy and Policy this year are:

- **Delivering a new Strategic Economic Plan**
 - **Developing and embedding our new Strategy and Policy function and extending our influence**
 - **Developing a strategy for the long-term delivery of the Newhaven Enterprise Zone**
 - **Maximising the potential of the European Structural Investment Funds for the region and engaging in the national debate regarding future funding**
-

Communications and Corporate Affairs

Our strength comes from our partnership with business, local government, the education sector and other stakeholders as well as our Board and our people working together to achieve our aims.

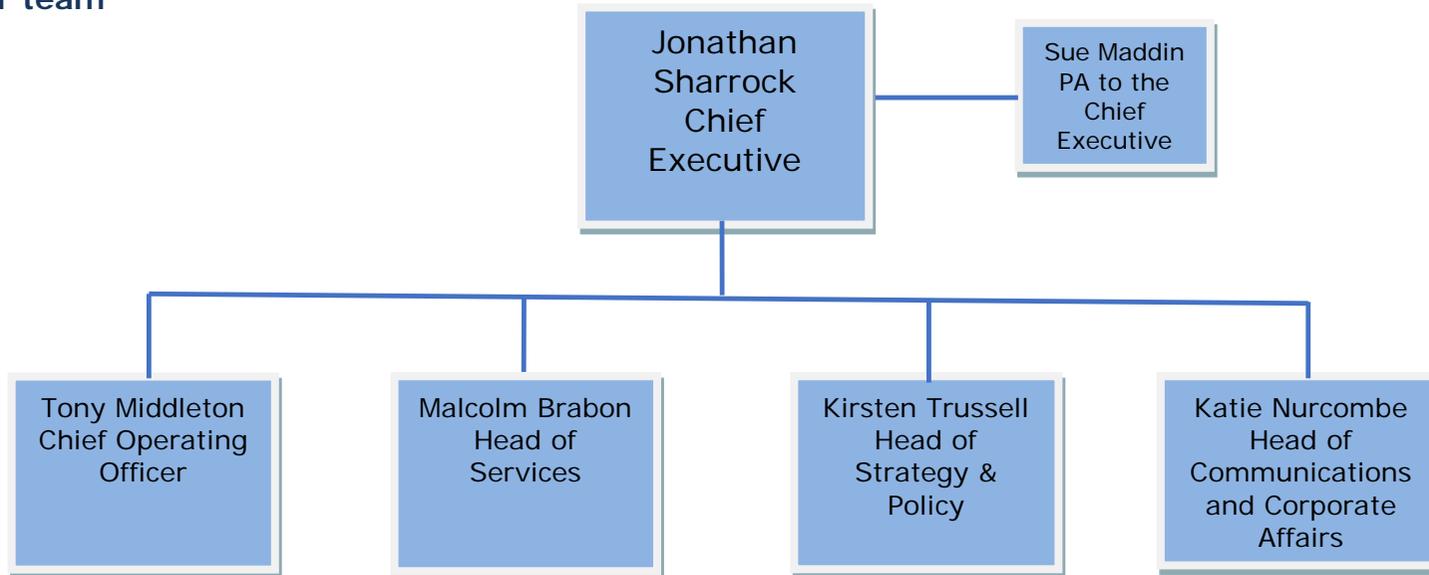
Our resources are our strategies, projects and services and our impact depends on how well these are deployed. Communications and Corporate affairs underpin all our activities and ensure that everything we do is effectively communicated and carried out to the highest professional standard.

We have recently created a new post of Head of Communications and Corporate Affairs to bring together our core business functions of communications and business engagement, stakeholder and partner management, finance, human resources, corporate governance and assurance.

Our priorities for Communications & Corporate affairs this year:

- **Developing a communications strategy to support the delivery of our business plan and our longer term, strategic economic plan**
 - **Campaigning on key issues such as the Brighton Mainline and Gatwick airport and helping our major projects to succeed**
 - **Building engagement and developing strong networks with businesses**
 - **Putting in place an effective stakeholder and partner engagement plan**
 - **Developing strong internal communications and maintaining team and board member engagement**
-

8. Our senior team



10. Our Budget

Budget 2017/18 EXPENDITURE	
Corporate	
Chief Executive Budget	£257,200.71
Board	£35,000.00
Administration	£244,101.97
Communications	£100,025.00
Total Corporate	£636,327.68
Strategy & Policy	
S&P Team	£150,576.21
SEP	£10,000.00
Industrial Strategy	£10,000.00
Newhaven Enterprise Zone	£42,200.00
Regeneration and Housing function	£50,000.00
Research	£9,690.00
ESIF	£135,708.40
Total Strategy & Policy	£408,174.61
Projects	
LGF	£400,000.00
GPF	£100,000.00
Total Projects	£500,000.00
Services	
Management (not recharged)	£35,434.38
International Trade	£9,917.32
EAN	£250,000.00
Growth Hub	£369,000.00
Total Services	£664,351.70

Budget 2017/18 EXPENDITURE	
TOTAL EXPENDITURE	£2,208,854.00

Budget 2017/18 INCOME	
Funding Arrangement Fees/ Loan Interest	£400,000.00
LGF administration costs	£400,000.00
West Sussex County Council	£110,000.00
Brighton & Hove City Council	£50,000.00
London Borough Of Croydon	£50,000.00
Surrey County Council	£50,000.00
Lewes District Council	£12,000.00
DCLG - Core Funding	£500,000.00
Districts & Boroughs	£50,000.00
Growth Hub Funding	£369,000.00
Enterprise Advisor Network	£150,000.00
European Technical Assistance (ERDF & ESF)	£67,854.00
TOTAL INCOME	£2,208,854.00