



**The big  
economic picture?  
We're here to bring  
it into focus.**

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# Our organisation

Coast to Capital is one of 38 Local Enterprise Partnerships (LEPs) across England – but the only one lucky enough to be responsible for driving the economic growth and sustainable success of this beautiful, vibrant and exceptionally well connected region.

As a LEP, we are here to provide strategic leadership, connect business with support and act as a catalyst for transformational change. As an ambitious and professional business-led collaboration between the private, public and education sectors we work in partnership to deliver a successful strategy for economic growth.






# Our area

The Coast to Capital area does not fit the template. Rather than a single identifiable city region, it is a network of functional economic hubs around Gatwick airport which is the most important asset in our area.

The economic hubs of Greater Brighton, West Sussex and East Surrey each have their own distinct sense of identity, offering a powerful draw for businesses, entrepreneurs and visitors from London, across the UK and the rest of the world.

We have a formal strategic relationship with the London LEP in relation to Croydon as it is fundamental to the economic success of the growth corridor from Gatwick airport to London. We also have a formal relationship with the South East LEP in relation to Lewes as it is a vital part of the economy of Greater Brighton.



-  Coast to Capital LEP
-  Strategic relationship with London LEP
-  Strategic relationship with South East LEP

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# Our values

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

## Ambitious

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

## Focused

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

## Trusted

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

## Champion

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

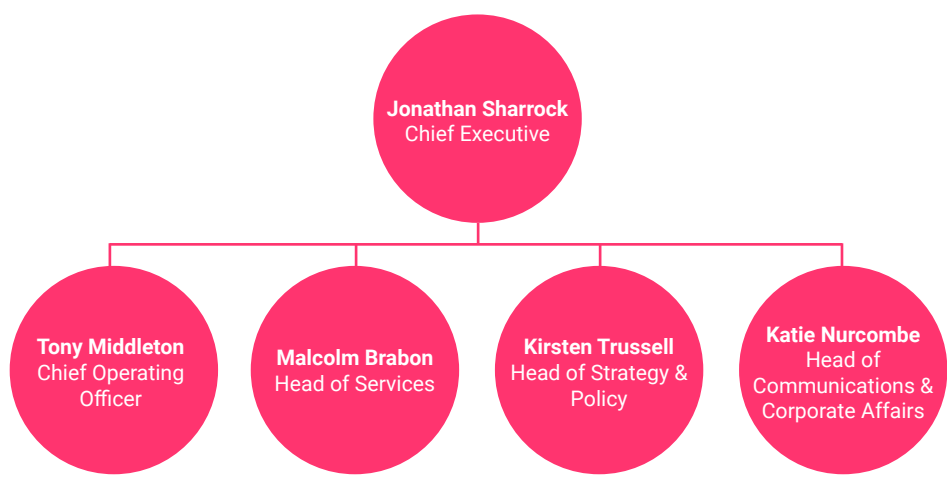
## Diverse

Our region is a diverse one, in every sense - geographically, economically, socially, demographically. We regard this as a major asset. When we bring people together, and work inclusively to make the most of their potential, we achieve our best.

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# Our team

We have a simple, efficient and transparent organisational structure based on four operational teams; strategy & policy, investments, services and communications & corporate affairs. The organisation is led by Chief Executive Jonathan Sharrock and his strong executive team.



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# Our governance

Our private sector led board is chaired by Tim Wates, Wates Group Director, an influential local leader and figurehead for our area’s economic success. The Board brings together regional business leaders alongside senior politicians and leaders from Universities and Further Education.

We are committed to good governance, transparency and accountability which ensures that our partners, stakeholders and members of the public have confidence in the way we conduct our business. We have strong

governance structures in place and recently updated our Assurance Framework to ensure we meet all Government guidance and expectations in relation to governance. We are committed to operating in a professional and transparent way in everything that we do.

Our Accountable Body supports our governance arrangements and our Head of Finance is appointed jointly by the Accountable Body and Coast to Capital. This post is part of the Senior Management Team and delivers the financial responsibilities of the organisation.

# Our strategy

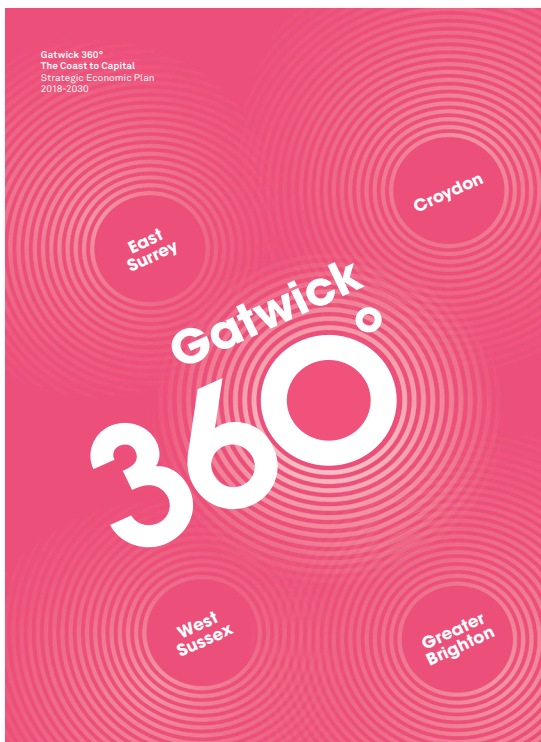
We published our ambitious new Strategic Economic Plan (SEP), Gatwick 360, in July 2018 which is available to download on our website.

The vision in our strategy by 2030 is for our towns and cities to be known around the world as fantastic places to live, to grow and to succeed. We will become the most dynamic non-city region in England, centred around a highly successful Gatwick airport.

We identified eight economic priorities which will allow us to achieve our vision, including specific actions on urban centres, business infrastructure, sustainable growth, skills, innovation, digital networks, transport and identity.

Coast to Capital is in Wave 3 of the development of Local Industrial Strategies which began in December 2018. Through extensive local consultation with businesses, public partners and civil society, we will build on the unique local strengths identified in Gatwick 360 to ensure our area reaches its economic potential through increased productivity.

Our Local Industrial Strategy (LIS) will promote the coordination of local economic policy and national funding streams and establish new ways of working between national and local government, and the public and private sectors.



## Our eight economic priorities are to:



Deliver prosperous urban centres



Develop business infrastructure and support



Invest in sustainable growth



Create skills for the future



Pioneer innovation in core strengths



Promote better transport and mobility



Improve digital network capability



Build a strong national and international identity



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# Our Business Plan

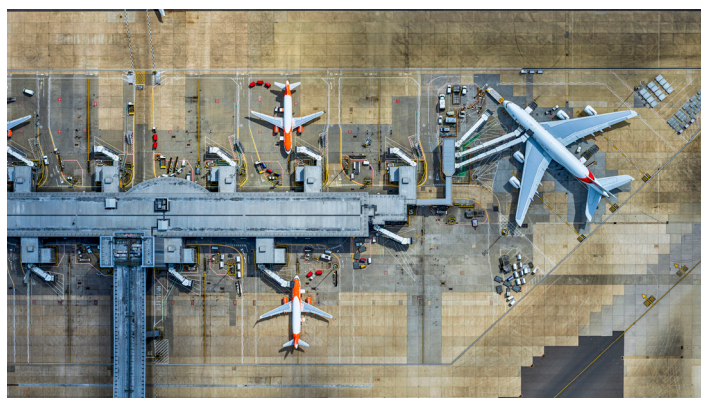
As a business-led organisation Coast to Capital prepares an annual Business Plan which sets out what it is going to deliver in this financial year across its four departments.



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# Our Delivery Plan

In line with Government guidance, all LEPs must complete a Delivery Plan by the end of May 2019. This delivery plan is included as an annex to our Business Plan and covers the following sections specified by Government to ensure consistency across all LEPs; Summary and Strategic Objectives, Local Growth Fund, Other Funding or Growth Programmes and Strategic Activity.



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# Strategy & Policy

Our work under the Strategy and Policy team is central to our role as a strategic influencer which is held in high regard by Government and partners. Our ambition is to continue to provide first-class leadership and be a partner of choice for central government, and 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.

Our **Strategy & Policy Team priorities** are to:

- Oversee the delivery of Gatwick 360 and provide senior strategic leadership specifically on:
  - Priority 3 - Invest in sustainable growth
  - Priority 4 - Create skills for the future
  - Priority 5 - Pioneer innovation in core strengths
  - Priority 7 - Improve digital network capability
- Negotiate a Local Industrial Strategy
- Achieve shared strategic outcomes with other LEPs which currently includes the following initiatives:
  - Tri-LEP Energy South2East strategy
  - Greater South East Energy Hub
  - Innovation South
  - Transport for the South East
- Ensure the successful impact of a new strategic group of South East LEPs
- Maximise the potential of the European Structural Investment Funds (ESIF) for the region and engage in the national debate regarding the UK Shared Prosperity Fund
- Deliver the **Enterprise Adviser Network** programme which directly links local senior business people with the senior leadership of a school or college to help develop a robust careers and enterprise strategy



# Strategy & Policy

Action	Date
Oversee an internal programme of work to deliver the initial activity set out in Gatwick 360 in collaboration with all teams across the organisation	Mar 2020
Engage with Government and partners to develop and negotiate a Local Industrial Strategy	Mar 2020
Launch the Tri-LEP Energy South2East strategy	Mar 2019
Maximise the number of pipeline of projects identified within the strategy that will be taken forward to business case by the Greater South East Energy Hub	Mar 2020
<b>ERDF</b>	
Work with the Managing Authority and the ESIF Committee to successfully:	
<ul style="list-style-type: none"> <li>Convert pipeline projects into contracted projects: <ul style="list-style-type: none"> <li>Priority Axis (PA) 1 = £6 million</li> <li>PA 3 = £6.8 million</li> <li>PA 4 = £4.8 million</li> </ul> </li> </ul>	Mar 2020
<ul style="list-style-type: none"> <li>Maximise uptake of the remaining allocation: <ul style="list-style-type: none"> <li>PA 1 = £0 million</li> <li>PA 3 = £7 million</li> <li>PA 4 = £1.4 million</li> </ul> </li> </ul>	Mar 2020
<b>ESF</b>	
Work with the Managing Authority and the ESIF Committee to successfully:	
<ul style="list-style-type: none"> <li>Convert pipeline projects into contracted projects: <ul style="list-style-type: none"> <li>Investment Priority (IP) 1.1 = £4.4 million</li> <li>IP 1.4 = £2.1 million (including extensions to National Lottery Community Fund Opt-In Contracts)</li> <li>IP 2.1 = £3 million</li> <li>IP 2.2 = £2.1 million</li> </ul> </li> </ul>	Mar 2020
<ul style="list-style-type: none"> <li>Maximise uptake of the remaining allocation: <ul style="list-style-type: none"> <li>IP 2.1 = £5.4 million</li> </ul> </li> </ul>	Mar 2020
Meet agreed Enterprise Adviser Network delivery targets currently proposed as:	Mar 2020
<ul style="list-style-type: none"> <li>80 schools and colleges recruited</li> <li>80 Enterprise Advisers recruited and matched</li> <li>80 Industry Champions recruited</li> <li>80 compass tools completed</li> <li>50% of matched mainstream institutions achieve Gatsby benchmark 5</li> <li>45% of matched mainstream institutions achieve Gatsby benchmark 6</li> </ul>	

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# 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 seven 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, houses, roads, business space and other essential infrastructure to support the growth of our economy. Our ambition 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.

Our **Investments Team priorities** are to:

- Provide senior strategic leadership to deliver Gatwick 360 priority 1 - deliver prosperous urban centres
- Handover the management of the Newhaven Enterprise Zone to SELEP by April 2020 ensuring its continued successful delivery in this financial year
- Translate the strategic priorities identified in the SEP and LIS into investment themes, programmes and projects
- Provide programme oversight, governance and management of our 86 Local Growth Fund projects
- Provide programme reporting in relation to outputs and benefits realisation
- Provide risk tracking, intervention and remediation
- Oversee and monitor our commercial strategy
- Provide capital investment stewardship, profiling, monitoring and accountability

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# Investments

Action	Date
To successfully manage, intervene and remediate high risk projects as part of the ongoing monitoring of high risk projects and management of decision-taking around these	Dec 2019
Ensure successful handover of Newhaven Enterprise Zone and continued successful delivery in this financial year	Mar 2020
Meet our commercial revenue target of £450,000	Mar 2020
Delivering the outputs across the projects listed in the Delivery Plan	Mar 2020
Produce a high quality pipeline of projects that fit with both priorities 1 & 3 from the Strategic Economic Plan	Mar 2020

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# 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.
- **Escalator Programme** is a six-month pilot, 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.
- **Growth Grants** programme which provides grants to stimulate capital investment to improve productivity and innovation in scale up and growth businesses.

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.

Our **Services Team priorities** are to:

- Provide senior strategic leadership to deliver Gatwick 360 priority 2 - develop business infrastructure and business support and priority 8 - build a strong national and international profile
- Effectively deliver funded and part-funded business support programmes
- Implement our strategic priorities into business support programmes
- Provide budget management, programme reporting and risk tracking to evaluate and monitor the impact of our services
- Promote international trade

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# Services

Action	Date
Meet the Growth Hub delivery targets agreed with the Department for Business, Energy and Industrial Strategy: <ul style="list-style-type: none"><li>• 225 scale up or growth businesses provided with intensive support (up to three hours diagnostic, information, brokerage and account management)</li><li>• 225 diagnostic reviews completed</li><li>• 750 business provided with light touch triage information and brokerage</li><li>• 500 growth businesses monitored for turnover, jobs and investment each year</li><li>• 50% of businesses supported take up business support and implement at least one measure</li><li>• Achieve a customer satisfaction score of 80%</li><li>• 100 referrals made to national providers including DIT and Innovate UK</li><li>• Impact measures captured from 100 businesses</li></ul>	Mar 2020
Deliver Escalator Pilot Programme: <ul style="list-style-type: none"><li>• Deliver five cohorts of eight scale up businesses</li><li>• Complete a review and make recommendations for future delivery subject to funding</li><li>• Establish an Escalator Alumni programme</li></ul>	Mar 2020
Deliver Growth Grant programme: <ul style="list-style-type: none"><li>• Provide up £1,250,000 in capital Growth Grants to growth businesses subject to Investment Committee and Board Approval as required</li><li>• Lever-in £1,875,000 of matched funding from applicants</li><li>• Monitor project delivery for spend and impact</li></ul>	Mar 2020



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# Communications & Corporate Affairs

Communications and Corporate Affairs underpin all our activities and ensure that everything we do is effectively communicated and carried out to the highest level of professionalism. This team bring together our core business functions of communications, stakeholder engagement, finance, human resources, corporate governance and assurance.

Our **Communications & Corporate Affairs Team** priorities are to:

- Implement a brand refresh which aims to elevate the organisation and deliver an engaging and inspiring visual identity
- Implement our refreshed Communications Framework which promotes the work of Coast to Capital, supports the delivery of Gatwick 360, the negotiation of a Local Industrial Strategy and responds to the challenges arising from Brexit
- Implement a strong stakeholder engagement plan which supports the delivery of Gatwick 360 and the negotiation of the Local Industrial Strategy, which includes a successful public AGM
- Provide senior strategic leadership to deliver Gatwick 360 priority 6 - promote better transport and mobility, including delivering the Brighton Mainline campaign to secure Government funding for the Croydon Area Remodelling Scheme
- Ensure that Coast to Capital internal processes, functions and governance are delivered efficiently and are fully compliant with Government requirements, including the Accountable Body finance and legal function
- Ensure that Coast to Capital is an efficient, competent, supportive and professional organisation with excellent internal communications with a focus on health and wellbeing and diversity
- Manage the move to new office accommodation in Three Bridges

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# Communications & Corporate Affairs

Action	Date
Implement a new brand identity including design and delivery of agreed new identity	May 2019
Implement and review our strong communications plan creating new marketing material as appropriate	Ongoing
Implement a strong stakeholder engagement plan supported by the new organisational-wide new CRM system	Ongoing
Deliver Brighton Mainline campaign strategy targeting Government commitment to the detailed design of the Croydon Area Remodelling scheme	Oct 2019
Review Coast to Capital Assurance Framework in line with Government guidance	Feb 2020
Deliver Annual Audit Plan as agreed by the Accountable Body	Mar 2020
Hold a successful public AGM which is attended by over 150 stakeholders	Sep 2019
Manage the move to new office accommodation in Three Bridges	Jul 2019

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# Our funding

We have presented the 2019/20 budget along clear principles so that there is increased transparency to our funders, partners and the public about how we use our funding. Our activities and expenditure fall into four categories which includes core, projects, contracted and discretionary expenditure.

We have prepared a deficit budget with a total income of £3.14 million and expenditure of £3.28 million.

## Core

Our core expenditure 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 by our Core Grant from Government and contributions from our Local Authority partners.

## Project

Our project expenditure includes provision for the costs of administering and scrutinising the Local Growth Fund (LGF), Growing Places Fund (GPF) and the Growth Grant programme.

LGF and Growth Grants are fully capitalised and we receive commercial revenue from our Growing Places Fund.

## Contracted

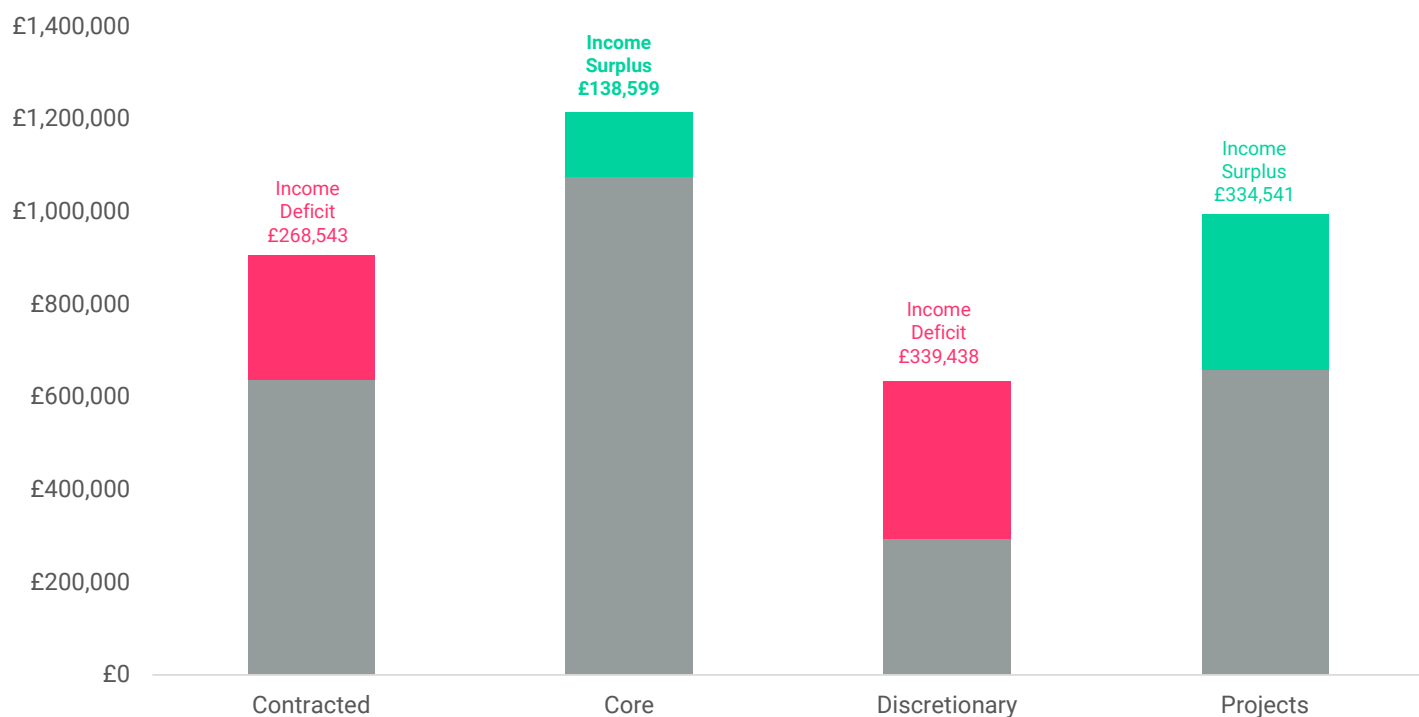
Our contractual expenditure includes provision for delivering services for Government such as the Growth Hub, Enterprise Advisor Network and our European Structural Funds.

We receive grants to fully fund the Growth Hub and part fund the Enterprise Adviser Network (50%) and our European work (around 50%).

## Discretionary

Our discretionary expenditure includes provision for delivering our Policy & Strategy work including the SEP.

# Activity and Expenditure



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# Our Budget

## Expenditure

### Core

Corporate Affairs (Directors & Governance, Accountable Body)	£516,519
Administration	£338,161
Business Engagement & Communications	£221,915
<b>Total</b>	<b>£1,076,595</b>

### Projects

Growing Places Fund	£115,459
LGF - Growth Grants	£156,578
LGF	£387,489
<b>Total</b>	<b>£659,526</b>

### Discretionary

Strategy & Policy	£634,438
<b>Total</b>	<b>£634,438</b>

### Contracted

Enterprise Advisor Network	£273,492
ESIF	£96,632
Growth Champions	£150,539
Growth Hub	£384,625
<b>Total</b>	<b>£905,288</b>

<b>Expenditure Total</b>	<b>£3,275,847</b>
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# Our Budget

## Income

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Central Government Core Funding	£500,000
Central Government Additional Funding	£300,000
DfE Grant	£75,000
GPF Income	£ 450,000
LGF Capitalisation	£387,489
LGF Interest	£313,193
West Sussex County Council	£110,000
Brighton & Hove City Council	£50,000
London Borough of Croydon	£50,000
Surrey County Council	£50,000
Lewes District Council	£12,000
Districts & Boroughs	£50,000
Growth Hub Funding	£289,000
Growth Hub Legacy Funding Release 2 of 2	£165,000
Growth Grants Capitalisation	£156,578
Enterprise Advisor Network	£136,746
European Structural Investment Fund Technical Assistance Grant	£46,000

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<b>Income Total</b>	<b>£3,141,005</b>
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