



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

Introduction

2020 will be a very challenging year and we stand ready to respond and support the economy and businesses.

Following the publication of our Strategic Economic Plan Gatwick 360 we have undertaken extensive research and engagement with our partners and look forward to publishing our ambitious Local Industrial Strategy later this year. We have a strong vision for the area and will be working hard to attract our fair share of economic stimulus and support.

We will respond promptly to Government on its priorities for Local Growth and what it expects Local Enterprise Partnerships to deliver in light of the challenges the economy is facing.

We are pleased to be starting the year with a strong endorsement from Government on our performance. In our Annual Performance Review, Government has awarded us an Exceptional for Governance, along with a Good for Delivery and Achieved for strategy.

We look forward to welcoming a new Chair when our current Chair steps down in July 2020. We have gone from strength to strength under the leadership of Tim Wates and the new Chair will have a big part to play at this crucial time.

Our strength comes from working with partners across the Coast to Capital area including businesses, local authorities and academia. We are also proud to be part of a strong group of Southern LEPs who are working together to articulate and collaborate on the priorities of this wider area.

Given the above context and considerable uncertainty we have prepared a continuity 'business as usual' Business Plan for 2020/21 and will review this in the summer and publish an updated Business Plan and recast budget to reflect expected changes to our priorities and operation.

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.

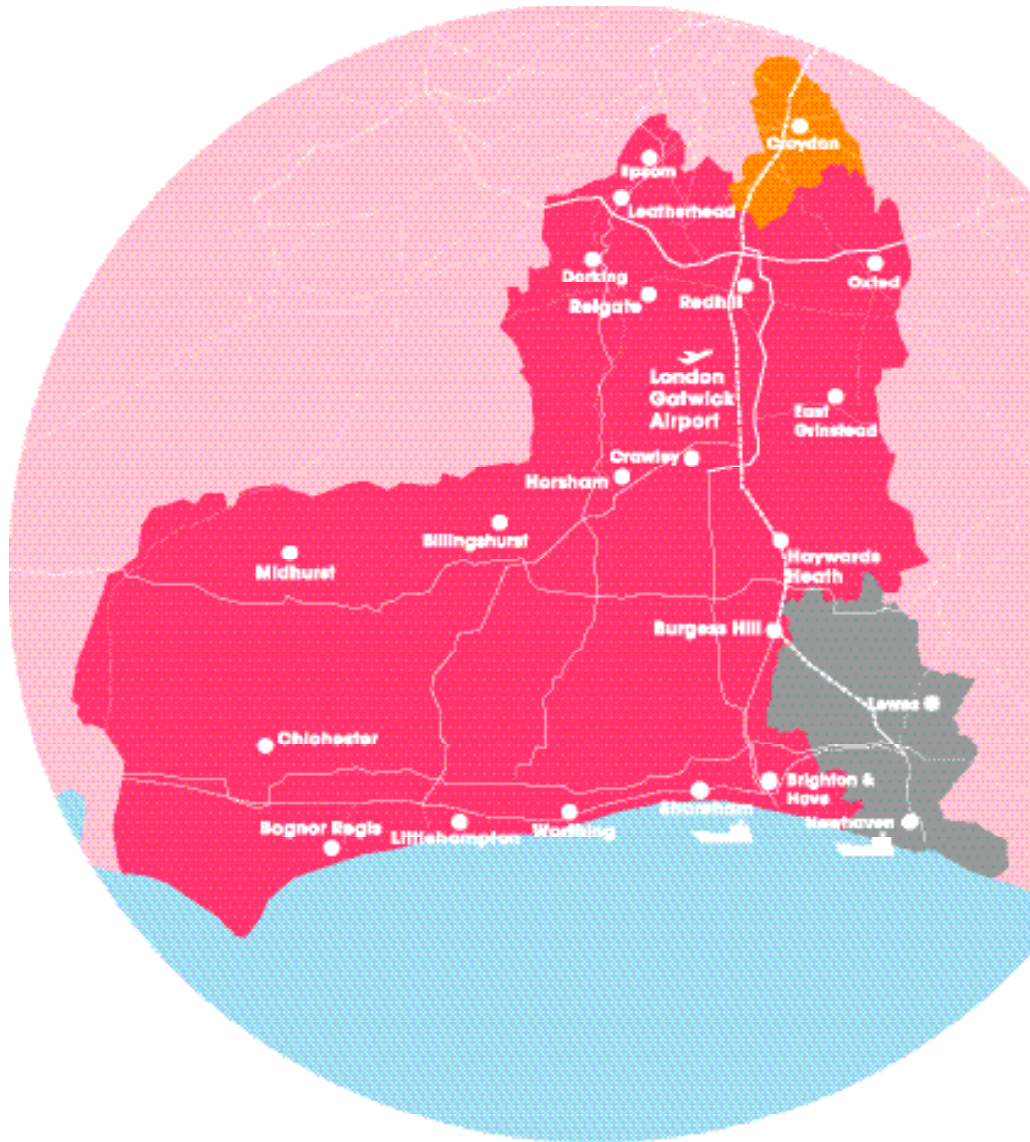





Our area

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

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

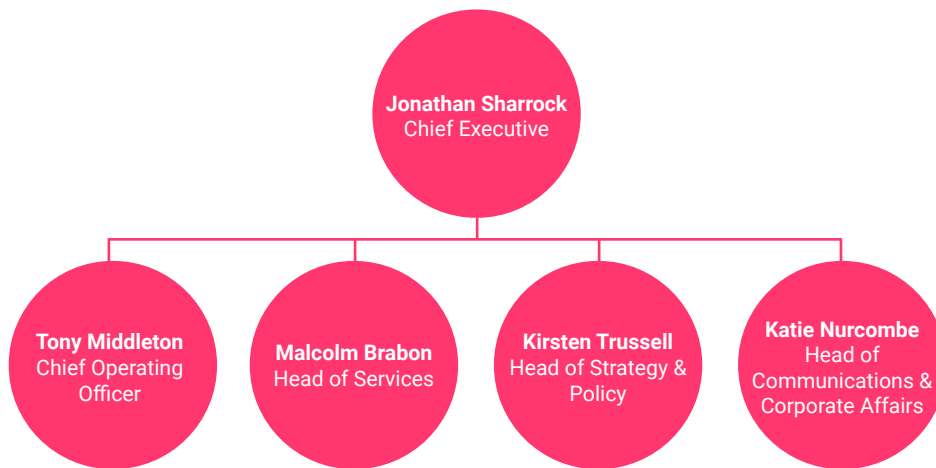
We are a champion for all businesses and communities in the region. Through working closely with the regions economic hubs and local authorities we are able to gain a deep understanding. Then we join the dots to secure investment for our region.

Diverse

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

Our team

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



Our governance

Our private sector led board is currently chaired by Tim Wates, Wates Group Director, an influential local leader and figurehead for our area's economic success. Tim is stepping down in July 2020 and we look forward to welcoming a new Chair. 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 go over and above what is expected of us 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.

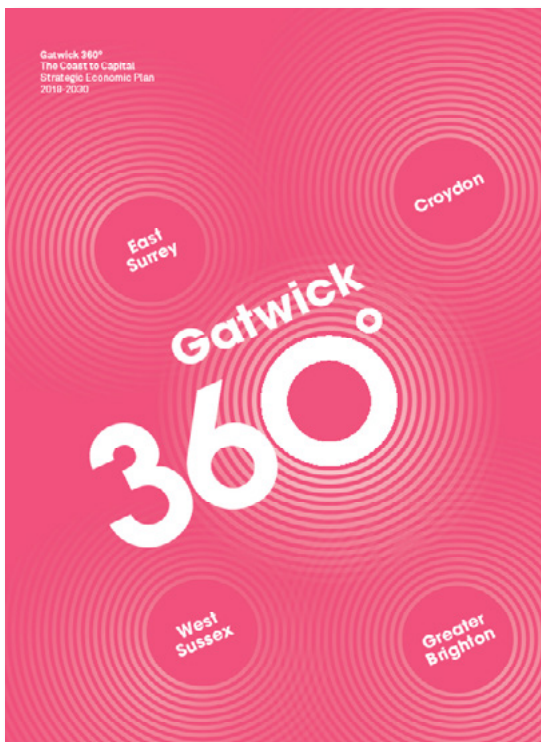
Our strategy

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





The vision in our strategy is 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. Our Local Industrial Strategy (LIS) is the biggest single opportunity to raise our profile with Government and future investors and is the number one priority for our future success. Last year we commissioned extensive research and held over 80 engagement sessions to identify our strategic priorities and investment opportunities working closely with our stakeholders and partners. The Board is leading this exciting piece of work and we aim to launch it later this year with Government endorsement.



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

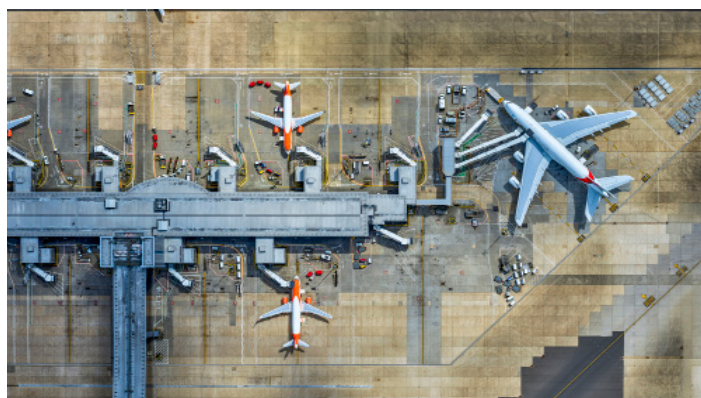
Our Business Plan

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. As set out in the introduction we plan to review this year's Business Plan in response to the significant impact on the economy that will be felt in 2020 and once we have launched our Local Industrial Strategy and our new Chair is in post.



Our Delivery Plan

In line with Government guidance, all LEPs must complete a Delivery Plan by the end of May 2020. 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.



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, 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 commitments.
- Negotiate a Local Industrial Strategy with Government and oversee implementation of agreed interventions.
- Ensure the successful impact of a new strategic group of South East LEPs.
- Achieve shared strategic outcomes with other LEPs which currently includes the following initiatives:
 - Tri-LEP Energy South2East strategy
 - Greater South East Energy Hub
 - Transport for the South East
- Further strengthen the role and influence of the Skills 360 Board as the Skills Advisory Panel for the Coast to Capital area.
- 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 continue delivery of the activity set out in Gatwick 360 in collaboration with all teams across the organisation	Mar 2021
Engage with Government and partners to develop and negotiate a Local Industrial Strategy	Jul 2020
Oversee implementation of the interventions agreed as a part of the LIS negotiations starting with the development of investment business cases	Mar 2021
Develop and oversee delivery of a Skills Action Plan and Local Skills Report for the Coast to Capital area	Mar 2021
Work closely with the Coast to Capital ESIF Committee and relevant Managing Authorities to ensure that proposed projects have a strong fit with the strategy for the area	Dec 2023
Meet agreed Enterprise Adviser Network delivery targets: <ul style="list-style-type: none">• 75 schools and colleges recruited• 75 Enterprise Advisers recruited and matched• 75 compass tools completed• 70% or higher Enterprise Adviser satisfaction (CEC annual survey)• 70% or higher School and College satisfaction (CEC annual survey)• 70% of matched mainstream institutions achieve Gatsby benchmark 5• 55% of matched mainstream institutions achieve Gatsby benchmark 6• A further 40% of matched mainstream institutions partially achieve Gatsby benchmark 6	Aug 2020

Investments

We make strategic investments on behalf of the Government through our **Local Growth Deal** and the management of our **Growing Places Fund**. 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 £1.3 billion 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.

In the last year, we have continued to successfully support our places, residents and businesses and helped to boost the economic growth within our area. This has been achieved through a number of projects delivering key outcomes, with 38 projects (36%) now having completed. Additionally, we have been able to develop a strong pipeline of projects in preparation for future investment opportunities.

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 and LIS commitments.
- Translate the strategic priorities identified in the SEP and LIS into investment themes, programmes and projects.
- Provide programme oversight, governance and management of our 95 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.

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	Ongoing
Delivering the outputs across the projects listed in the Delivery Plan	Mar 2021
Managing the existing pipeline of projects and their readiness to spend should funding become available	Mar 2021
Monitoring the glide path for both Local Growth Fund spend by March 2021 and output delivery up to March 2025	Mar 2025
To continue to manage the Growing Places Fund (GPF) to ensure timely capital returns and to take preventive action to protect the public money invested	Ongoing
To take a strategic view in line with our SEP Gatwick 360° and emerging LIS on any re-investment of returning GPF capital	Ongoing
To monitor the investments objectives and to take remedial action to bring them back on track, if required	Ongoing
Identify additional revenue opportunities from GPF to achieve a level of sustainability with the ongoing costs of managing the fund	Ongoing

Services

We deliver high-quality services to business across the region helping them to address barriers to growth including preparing for and addressing challenges in relation to EU transition. We deliver 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 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.
- **Experts in Residence** initiative through which we collaborate with Nat West and Microsoft in response to the Rose Review to link Growth Hub support with finance and digital specialists with a particular focus on women in business.

We also work closely with the Department for International Trade (DIT) to promote international trade and to encourage foreign direct investment. Our ambition is to provide a fully coordinated business support service function which includes

an enhanced Growth Hub Plus service provided by the team. This extended service would embrace new initiatives to promote business innovation and productivity improvements, introduce innovations in the Growth Hub service offering, develop lead generation and business support analysis, develop new international trade initiatives and expand the expert in residence initiative.

Our **Services Team priorities** are to:

- Provide senior strategic leadership to deliver Gatwick 360 and LIS commitments
- Effectively deliver funded and part-funded business support programmes and develop this model to provide an enhanced Growth Hub Plus service.
- Implement our strategic priorities into business support programmes.
- Promote international trade.
- Promote inward investment.
- Provide budget management, programme reporting and risk tracking evaluate and monitor the impact of our services.

Services

Action	Date
Meet the Growth Hub delivery KPIs agreed with the Department for Business, Energy and Industrial Strategy: <ul style="list-style-type: none">• 225 scale up or growth businesses provided with intensive support (up to 3 hours diagnostic, information, brokerage and growth relationship management)• 225 diagnostic reviews or updates completed• 750 business provided with light touch triage information and brokerage• 500 growth businesses monitored for turnover, jobs and investment each year• 50% of businesses supported take up business support and implement at least one measure• Achieve a customer satisfaction score of 80%• 100 referrals made to national providers including DIT and Innovate UK• Impact measures captured from 100 businesses	Mar 2021
Deliver Escalator Pilot Programme: <ul style="list-style-type: none">• Deliver 9 cohorts of up 8 start-up businesses, pre scale up businesses, international trading businesses, women-owned business and business in the knowledge economy.• Maintain the Escalator Alumni programme as part of the 9 cohorts	Mar 2021
Deliver Growth Grant programme: <ul style="list-style-type: none">• Provide up £2,250,000 in Capital Growth Grants to growth businesses subject to Investment Committee and Board Approval as required• Lever-in £3,750,000 of matched funding from applicants• Monitor project deliver for spend and impact	Mar 2021

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 priorities** are to:

- Promote the work of Coast to Capital in particular the negotiation of our LIS and response to the challenges arising from leaving the EU.
- Implement a strong stakeholder engagement plan which supports the negotiation of the LIS and includes a successful public AGM.
- Ensure that Coast to Capital internal processes, functions and governance are delivered efficiently and are fully compliant with Government requirements, including moving to a new Accountable Body finance and legal function in March 2021.
- Ensure that Coast to Capital is an efficient and professional organisation with excellent internal communications and a commitment to continual improvement.
- Ensure that Coast to Capital is a supportive organisation with a focus on health and wellbeing and diversity in line with our corporate values.

Communications & Corporate Affairs

Action	Date
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
Refresh the Coast to Capital website which reflects the operation of the business in line with our new branding	Mar 2021
Review Coast to Capital Assurance Framework in line with Government guidance	Nov 2020
Deliver Annual Audit Plan as agreed by the Accountable Body	Mar 2021
Hold a successful public AGM which is attended by over 150 stakeholders	Sep 2020
Deliver a successful project to move to a new Accountable Body	Mar 2021
Introduce a new approach to workforce development	Ongoing
Ensure effective operations in particular by introducing 365 across the organisation	Mar 2021
Deliver an ongoing project to promote diversity as an organisation, Board and in the Services we deliver	Ongoing

Our Funding

We have presented the 2020/21 budget along clear principles so that there is increased transparency to our funders, partners and the public about how we use our funding.

Our Budget

Income

£

Central

Core	500,000
Local Authority	420,000
Accountable Body Interest	300,000
Growing Places Fund	220,000
Total	1,440,000

Projects

LGF	302,062
Growth Grants	184,943
Growing Places Fund	212,857
Total	699,861

Contracted

Enterprise Advisor Network	126,456
SAP	98,880
Growth Hub	369,000
Legacy	190,000
Escalator Programme	37,200
Total	821,536

Income Total

2,961,397

Our Budget

Expenditure

£

Central & Strategy

Business Engagement & Communications	256,097
Administration	284,480
Corporate Affairs (Directors & Governance, Accountable Body)	568,962
Strategy & Policy	295,900
Total	1,405,438

Projects

LGF	302,062
Growth Grants	184,943
Growing Places Fund	212,857
Total	699,861

Contracted

Enterprise Advisor Network	232,093
SAP	98,880
Growth Hub	369,000
Legacy	149,811
Total	849,784

Expenditure Total

2,955,083
