


**Coast to
Capital**



**Celebration of
Success
2011-2024**

Chair's Review

Julie Kapsalis



As I reflected on what to say in this final report in my role as Chair of Coast to Capital Local Enterprise Partnership (LEP), my overarching desire was to find the words to sum up all the amazing contributions of the people who have collectively achieved what you see showcased in the following pages.

Over the course of 11 years, so many talented and committed individuals, partners and communities have worked tirelessly to ensure that our region reaped the benefits of funding streams that were available through Government. Coast to Capital LEP was at its very core a people organisation, striving to deliver the best possible outcomes for the people who live and work across our region.

Looking back across the journey travelled since our launch in 2011, I see an organisation which has matured from its inception and start-up phase and has built solid foundations which I am sure will enable its impact to be felt well into the future.

On a personal level, I am particularly proud of the brave and transformational projects and partnerships we have led - whether finally realising an Innovation Centre for Crawley, launching the first Covid-response fund for businesses or our groundbreaking work supporting women in business.

You will see across this document the names of partners, colleagues, directors and local businesses who have all been critical to the successful delivery of our core ambitions: to drive economic growth and sustainable success. In so many ways, we sought to promote economic development and social value for our residents. I am proud to have been chair of an organisation which I truly believe has been exemplary in its duty as a publicly funded organisation.

As the work and role of LEPs draws to a close and a new era starts, the legacy of Coast to Capital is to go forward. We will continue to be the catalyst for intervention, change and contributing to the economic prosperity and life opportunities for all the people and communities across our vibrant and dynamic region.

Finally, I would like to extend my personal thanks and gratitude to all of the staff and our Board of Directors for their stewardship of the organisation particularly in the last year during a period of significant change and challenge. I would like to recognise our Chief Executive, **Anthony Middleton**, who demonstrated expert leadership, resilience and strong commitment to the organisation during his many years of service. I would also like to pay tribute to my exceptional Vice Chair, **Karen Dukes**. It has been a pleasure to work alongside them both.

Chief Executive's Statement

Anthony Middleton



I have enjoyed my various roles at Coast to Capital over the last eight years as well as leading the organisation for the last three of these. Over our 11 year history, the LEP has made a huge impact and contribution to our region promoting and supporting its economic development.

I want to pay a personal tribute to the loyal group of staff, some of whom have stayed with the organisation from its inception. Their commitment to ensuring the legacy of the LEP, at the same time as continuing to deliver its core mission during recent times, is a testament to their professionalism and dedication to our great region.

I recognise the significant contributions made by the following individuals who have remained with us until LEP activity closure: **David Smith, Cali Gasson, Hannah Gosling, Luke West, Matthew Heath, Marsha Robert, Carli Foster and Matthew Montgomery.**

I extend my sincere thanks and appreciation to our loyal volunteer group of Board members who have given up countless unpaid hours, to both oversee the LEP's work and to help navigate the recent uncertainty and ambiguity that has prevailed.

All those directors gave up their time as they believed in the value of the LEP. The calibre of these Board members is of the highest order and their experience has seen Coast to Capital operate to the highest levels of probity, public service and governance. It has been an absolute privilege to work with them all.

I would like to highlight a few Directors who I have worked closely with during my time in office and who have individually and collectively gone well beyond the call of duty to serve the organisation in its endeavours:

Karen Dukes, our Vice Chair committed more hours than could have ever been envisaged. She has consistently brought her senior level experience and commercial expertise to help navigate some of the biggest challenges that the LEP has faced. Her commitment to securing the best use of public funding has ensured the greatest impact and legacy of the LEP.

Amanda Jones, tirelessly and professionally has chaired our audit and risk committee. She devoted many hours to support the organisation as it navigated strategic, operational and governance decisions.

Richard Hopkins, Chair of our Finance and Resources Committee, brought senior level commercial experience to the organisation. His wisdom helped navigate difficult decisions and to oversee our resource allocation.

Polly Toynbee joined the Board knowing of the imminent closure of the LEP. Her guidance, advice and commitment has shone through during the time that she has been with us.

Jamie Arnell, with his senior level investment experience, has made an invaluable contribution to the work of the organisation and always committed time to offer his professional advice and wise counsel on key matters.

Richard Biggs, as a local authority leader, has always been there to assist us to navigate Local Government. Alongside his colleagues in the East Surrey authorities, he has given us huge levels of support and promotion and we are hugely grateful for this.

Tim Wates, as past Chair, provided focus on governance and public service duty. He has been a beacon to everyone who has been involved with the LEP and we have been hugely privileged to have had him as Chair.

John Peel as inaugural Chair, developed the LEP into one of the most effective organisations that I have ever worked in. He dedicated many hours of his time to create one of the highest performing LEPs in the country.

There are many more Directors who have made a huge contribution, and all past Directors are listed on page 56.

There are also a group of dedicated volunteers who are not Directors but have given up their time to sit on various sub committees and working groups: **Karen Hayes, Mike LaRooy, Chris Maidment and Andrew Swayne**.

Finally, I want to recognise the following Directors who have all made a difference over and above their terms of appointment: **Steve Allen, Daryl Gayler, Martin Harris, Martin Heffer, Phillip Jones, David Joy and Claire Mason**.

During my time leading the organisation, **Julie Kapsalis** has been our Chair and I express my sincerest thanks to her for her support and guidance during this period as we have navigated some of the most challenging times in Coast to Capital's history. Her professionalism, leadership and wise counsel has shone throughout her decade on the Board.

Julie's personable style and empathy for the whole team has brought the most supportive of cultures into the organisation. Her commitment to building successful relationships, in order to achieve consensus for some very challenging decisions, is testament to her leadership and dedication.

As Coast to Capital moves into an exciting new phase we will continue to operate as a not-for-profit organisation with the same company Objects, to support the development of our regional economy.

We are grateful to have received the commitment from some of our Directors to remain on the Board of the organisation as it enters its first year of financial independence. I am confident they will remain committed and build upon the outstanding foundations and legacy of Coast to Capital to serve our region's communities.

I am personally looking forward to launching our new organisation with its ambitions to support the economic development of our region, attract investment, and establish social value across our communities.

Key Achievements to date

Over the last seven years we have successfully attracted more than £300m of public investment with £275m invested in a range of Growth Deal projects.

96
Growth Deal projects


 **9,099**
new and safeguarded jobs

 **227,523 m2**
New or refurbished commercial floor space


 **4,576**
residential units

 **20.9 km**
resurfaced roads

£275m
Local Growth Funding

 **9.58 km**
new cycleways

 **995**
new apprenticeships

 **6,587**
new students and learners

 **18,845**
businesses supported by the Local Growth Fund



About



Coast to Capital, founded in 2011 and incorporated in 2012 was the Local Enterprise Partnership (LEP) for West Sussex, Brighton and Hove, Lewes District, East Surrey and Croydon.

Established by the Government as one of 39 LEPs across England to identify and support local strategic growth priorities, encourage business investment and promote economic development, Coast to Capital embraced its mission to drive economic growth and sustainable success in our vibrant and exceptionally well-connected region.

The first Chief Executive of the LEP was Ron Crank (MBE) who was Chief Executive for 5 years before retiring in 2015. From its onset the vision for Coast to Capital was to foster a high performing economy with a global outlook where knowledge and creativity drives creativity and prosperity for all.

Our aims were to create and maintain the right conditions for enterprise and high growth entrepreneurship; make Coast to Capital an attractive business location for start-up and growth businesses; and address critical infrastructure issues that hold back entrepreneurship.

Over the last 12 years, we have provided strategic leadership across a range of support and investment functions working in collaboration with private, public and education partners to maximise the creative and innovative talents across our region.

Our business support, skills, and labour market functions offered a range of free services to businesses, from growth advice to peer-to-peer mentoring. We fostered connections between businesses, schools, and colleges to enhance careers education, share regional employment and skills data, and maintain relationships with education and business partners. We are proud of the wide range of regional and international connections we helped to create and confident in their enduring impact on the prosperity of our region and life opportunities for its residents.

Beyond 2024 we believe our legacy will continue to have a significant impact across the Coast to Capital region and that our original aims which are reflected on in this publication will be key in driving forward our region to greater economic success.

Our Region

The Coast to Capital area is a network of dynamic and functional economic hubs around Gatwick airport - which remains a critical asset in our area.

We have worked hard to ensure all areas have benefited from investment with no community left behind.

In 2019, the LEP boundary changed, and Croydon, Newhaven and Lewes were no longer part of the Coast to Capital region.



A Decade of Change

Since the first Coast to Capital LEP board meeting in May 2011, much has changed economically. The total number of businesses in our region has risen by 27%, unemployment has declined by 28% and the number of people taking apprenticeships has increased by 20%.

The Coast to Capital region comprises a network of vibrant and functional economic centres around Gatwick Airport, which remains a critical asset in our area. The economic hubs of Greater Brighton, West Sussex, and East Surrey each have their own unique identities, making them attractive destinations for businesses, entrepreneurs, and visitors from London, across the UK, and around the world. We established formal strategic relationships with the London Local Enterprise Partnership (LEP) concerning Croydon, as it plays a fundamental role in the economic success of the growth corridor from Gatwick Airport to London. Additionally, we developed a formal relationship with the Southeast LEP regarding Lewes, recognising its significance in the Greater Brighton economy.

Since the first Coast to Capital LEP board meeting in May 2011, much has changed economically. The total number of businesses in our region has risen by 27%, unemployment has declined by 28% and the number of people taking apprenticeships has increased by 20%.

	2011	2021
Population	1,464,300	1,569,700
Working Population	927,900	970,800
Total Businesses	59,645	75,790
Total Jobs	767,000	823,000
Job Density	0.81	0.85
Employment Rate	76.3%	79.6%
Unemployment	39,300	28,300
Apprenticeships	15,045	18,060

Partnership Working



Local Area Partners

The backbone of Coast to Capital LEP was ensuring that area partnerships were involved in every aspect of our work. Where there was a divergence of views, we worked hard to ensure that differing approaches could be accommodated where possible. The five economic sub-areas we have worked with are:

- Brighton & Hove Economic Partnerships
- Coastal West Sussex Partnership
- Croydon Development & Cultural Partnership
- Gatwick Diamond Initiative
- Rural West Sussex Partnership

Business Organisations

We have always understood that key to our success is closely engaging with businesses and being in touch with current business issues.

Business membership organisations such as Chambers of Commerce, Federation of Small Businesses, Institute of Directors, and the Confederation of British Industry were all key partners in helping us to understand business issues, but also enablers to facilitate two-way communication.

Local Authorities

The four upper tier and unitary authorities (Croydon, Surrey, West Sussex and Brighton & Hove) were central partners for Coast to Capital LEP. They were all represented on the Coast to Capital Board. The twelve district and borough councils were represented through local nominations and the Coast to Capital Forum.

Local authorities were essential partners through their responsibilities for:

- Economic development and regeneration
- Transport planning
- Planning and special development

Education

Schools, Further and Higher Education have all played a critical role in the key objectives of Coast to Capital including our work with the Careers & Enterprise Company.

A key priority has been to invest in Further and Higher Education to enable these institutions to be more responsive in driving economic and business growth as well as enhancing productivity and innovation.

Investment

Strategic investments were made through our Local Growth Deal and the management of our Growing Places Fund. Over the last seven years we have successfully attracted more than £300m of public investment to upgrade our regional infrastructure and to invest in the growth of business in the region.



Getting Building Fund

Shovel-ready infrastructure projects were supported to stimulate jobs and support economic recovery across the region.

Coast to Capital LEP secured a total of £19.2m for the Getting Building Fund (GBF) which benefitted 12 regional projects.

- 575 new jobs created
- 725 jobs safeguarded
- 150 new housing units
- 11,000 sqm of new/refurbished floorspace

Local Growth Deal

Management of Growth Deal projects worth £275m which has funded a range of improvements covering:

- Urban regeneration
- Transport
- Employment space
- Environmental resilience
- Digital connectivity
- Skills provision

Growing Places Fund

A revolving investment of £23.7m to provide loan finance to business.

A nighttime photograph of a modern shopping center. The building has large glass windows and is illuminated from within. In the foreground, there is a circular fountain with several water jets. The fountain is surrounded by a low, curved wall that is illuminated from below, creating a glowing effect. The ground is paved with light-colored tiles. In the background, there are trees and other buildings, some of which are also illuminated. The overall scene is a well-lit, modern urban environment.

Crawley Growth Programme

Enhanced Crawley as an Urban Centre through infrastructure improvements & regeneration.

Theme: Infrastructure

Impact: 1,250 homes & 500 jobs

Investment: £14.6m

Global Business



Coast to Capital played a key role in supporting our region's businesses to think and grow globally. With a vibrant business culture, notable for innovation and world-class products and services, many of the businesses across our region are now working internationally. They have taken beyond the region and the UK their focus on high-value, niche areas and have earned a reputation for the quality of their products. Acclaimed for the breadth of their ingenuity and technical know-how, inherent to many of the industries right across our region, we have been proud to see this creative intellect and talent sought out by clients from around the world.

Across our term of office, **we worked to increase levels of international trading** by ensuring we have the business infrastructure to attract and retain internationalised businesses and building the global reputation of the region as a great place for international business.

To achieve our global ambitions for our region's businesses we supported the following:

- The export of goods and services
- E-commerce across national borders
- Networking with businesses and other organisations outside the UK
- Funding international trade forums
- Hosting trade and inward investment visits



Gatwick Airport Railway Station

Enhanced access and improved the user experience at one of the UK's busiest stations.

Theme: Transport

Impact: Improved journey times

Investment: £10m

GATWICK EXPRESS

Timeline

2011-12

In our first year of operation creating the conditions to achieve our aims was our priority, and much was achieved to establish a sound foundation for the future years. A **diverse board of directors** (with private sector focus) was formed with John Peel appointed as Chair. We began allocating loans to a variety of infrastructure projects through the **Growing Places Fund**. Our overarching aim was the creation of 20,000 new jobs, 4,500 businesses and 4,000 exporting businesses by 2016 alongside a **focus on Enterprise and Internationalisation**. These twin pillars were enshrined in our work in this inaugural year and would guide the activities of the LEP for future years to come.

At this time the country's economy was gloomy, but the Coast to Capital region was showing growth at a higher than national average. We were **allocated £23 million from the Government's Growing Places Fund**.

Key activities and achievements

- Worked in partnership with universities, colleges, and schools to improve the consistency and impact of enterprise education
- Launched a new approach to support innovation and high growth enterprise based on target high growth potential sectors and a "growth spine" (A23/M23 corridor) from Brighton, through Gatwick Diamond to Croydon
- Developed an internationalisation strategy that differentiated between those businesses which were involved in international trade (ACTIVES) and those with aspirations to trade internationally (PROSPECTS)
- Completed a comprehensive research piece on the priority sectors for Foreign Direct Investment as well as an analysis of the size and nature of the international business visitor economy



Local Natural Partnerships

Best practice in natural asset enhancement. We were the first LEP in the country to invest in natural capital.

Theme: Urban Regeneration

Impact: 3.2 jobs & 1,050 learners

Investment: £426k

2012-13

In our second year of operation the LEP's remit expanded, and new talent was brought onto the board of directors to respond to the changing environment. The LEP successfully bid for and was allocated loan funds for a variety of projects through the Growing Places Fund and Business Growth Grants. A new Strategic Economic Plan was developed, alongside an EU Funding Strategy and our first Skills Strategy. This year witnessed a wide range of activities as solid foundations were laid down to support both regionally facing business activity and our international strategic objectives.

The first investment from our Growing Places Fund was made: Block J (Brighton). This investment had the potential to create 300 jobs.

Key activities and achievements

- Implemented a £23m Growing Places Fund that resulted in one project being allocated £3.5m in year
- Agreed a programme of local major transport schemes which was submitted to the Department for Transport
- Signed a Memorandum of Understanding with Government Department for UK Trade and Investment (UKTI) which covered joint activity and support for businesses in relation to export services
- Launched the Business Support Network in October 2013

2013-14

Our overarching theme in this period was creating the right conditions for growth and to that end much of 2013 was devoted to developing our **Strategic Economic Plan**, a new **EU Funding Strategy** and a **Skills Strategy**. Time was also spent promoting the Regional Growth Fund and launching the new Business Growth Grants.

In 2014 there was an increased focus in building international recognition for the Coast to Capital area with opportunities to highlight the success stories of our world class industries.

Two investments were made from our Growing Places Fund which benefited GlassEco (Crawley) and a small grant to Action in Rural Sussex. These investments totalled £0.4m with the potential to create 30 jobs.

Key activities and achievements

- Launched an extensive face to face consultation programme with business leaders and business organisations to hear views on how and where economic resources should be targeted
- Launched a new Business Growth Grant Scheme to provide grant finance directly to high growth, innovative businesses across the region
- Launched Business Navigator in September 2013, a web-based portal that provided an online directory of business support
- Developed a regional Skills Strategy which focuses on meeting business skills needs and generating substantial employment
- Funded several International Trade Forums and mentoring sessions in the north of the Coast to Capital area



HEPWORTH

& CO BREWERS LTD

Hepworth Brewery

Benefitted from an initial investment which enabled the expansion of the business into a new site in Pulborough.

Theme: Infrastructure

Impact: 10 new jobs

Investment: £22,500



The Base Skate Park

Design and build of this innovative skate park based in Bognor.

Theme: Business Growth

Impact: 5 jobs

Investment £36k

2014-15

During 2014-15 we continued to drive forward our priorities for investment, infrastructure and business support. We welcomed the Government's announcement of a new **Growth Deal** and **Extended Growth Deal**. We had one of the largest allocations in the UK and this was in addition to the £202.4m committed to Coast to Capital by Government in 2014.

The total investment we had brought to our region at this point was £275m.

Following the launch of the **Skills Strategy** in the previous year, much work was undertaken to see local businesses leverage apprenticeships in all sectors and professions. Coast to Capital LEP is proud to have recruited a number of apprentices who subsequently become permanent members of staff.

Our **Funding Escalator** (managed by FSE) was launched in 2014 with an investment from our **Growing Places Fund**. It sought to provide debt and equity funding to high growth businesses not serviced by the commercial banking sector. The fund created over 500 jobs and facilitated £27.7m of private capital.

Key activities and achievements

- Allocated £0.5m initial investment to establish a Digital Catapult Centre in Brighton including pioneering 5G technology research
- Allocated £13.7m to deliver transport and infrastructure improvements in Brighton and Hove
- Awarded £2.2m Business Growth Grants enabling 39 organisations to create more than 300 jobs
- Supported 2,205 businesses through our Business Navigator service which included an online business support service
- Delivered Apprenticeship support workshops for businesses
- Allocated £11m to Coast to Capital Funding Escalator (managed by FSE); i360 (Brighton); SE Assist (CAF) and CTEC (Newhaven). These investments had the potential to create 600 jobs

2015-16

As Coast to Capital continued to evolve and achieve impact across the region, further responsibility was given for **significant funds** for infrastructure and other capital projects. This was in addition to **Business Support, Skills Development** and **European Structural and Investment Funds**. A review on performance since our creation showed good progress had been made with significant progress in job creation and productivity growth.

Our business population has a good track record on growth, but we recognised there was potential to increase this further with the right support. Many businesses want to grow but are unsure where to go for help or how to access advice. For example, some businesses need help to find finance or to begin exporting for the first time. During 2015-16 we concentrated on developing a coherent business support service and to target the funding under our control to help businesses grow and succeed.

The Growing Places Fund made investments totalling £4.5m to GEAET (Burgess Hill) and Dearman (Croydon). These investments had the potential to create 25 jobs.

Key activities and achievements

- Allocated £21m through the Skills Capital Programme to 4 of the region's colleges to upgrade their facilities to deliver the skills the economy needed
- Continued development of the Business Navigator platform which supported 4,531 businesses during 2015-16
- Local Growth Funding used to setup a Business Finance initiative which helped 29 businesses to obtain finance for growth
- Continued encouragement for direct international investment saw 47 firms invested in our region creating 925 jobs
- Invested £30m in East Surrey's transport infrastructure as well as other transport projects including the Bognor Regis A29 re-alignment and a Crawley Area Transport package
- Worked with partners to develop our Rural Statement which made the case for growing our sizeable rural economy



Aldingbourne Trust

Dedicated to helping local businesses, communities and people with learning disabilities.

Theme: Business & Enterprise

Impact: 72 jobs & 10 apprenticeships

Investment: £1.96m

A black and white photograph of a modern office lounge. The room features large floor-to-ceiling windows that offer a view of a city street. In the foreground, a woman with long blonde hair, wearing a floral dress, sits at a long, light-colored table, working on a laptop. A small black dog is sitting on the floor near her feet. In the background, two men are seated on a large, light-colored sofa. One man is talking on a mobile phone, and the other is looking at a tablet. The room is furnished with contemporary chairs and tables, and there are several potted plants. The overall atmosphere is bright and professional.

Plus X, Brighton

Workspaces that unlock potential, driving business growth and innovation in Brighton.

Theme: Infrastructure

Impact: 407 jobs & 359 homes

Investment: £7.7m

2016-17

Following the appointment of a new Chief Executive, Jonathan Sharrock, we had a complete restructure of the organisation, including the board and its committees, refreshed arrangements for engaging with partners, and established a new senior management team.

During this period, we focused on fewer, clearer priorities:

- **Projects:** success in bidding for Local Growth Funds resulted in a large portfolio of major infrastructure improvements to manage as well as projects supported by the Growing Places revolving loan fund.
- **Services:** our Growth Hub continued to provide free support to all stages of business. The Growth Hub was brought inhouse to provide a wider range of services and better value for money.
- **Strategy & Policy:** continued work in acting as a bridge between Government, business and enterprise.

Key activities and achievements

- Launched Growth Deal 3 which enabled us to allocate £66m to 10 new projects
- Realigned the Business Growth Hub to deliver more effective, hands-on support to a growing number of businesses and getting more value for money by bring the Growth Hub inhouse
- Worked with the Department for International Trade (DIT) to encourage 32 businesses to invest in our area and create 326 jobs and safeguard 1,280 jobs
- Allocated £1.5m of European Regional Development Fund investment in our area to support international trade
- Facilitated the investment of £5.23m of European Social Fund (ESF) to support projects aimed at raising workforce skills
- Invested £3.5m from the Growing Places Fund to BCMY (Littlehampton) and Platform Nine (Brighton). These investments had the potential to create 50 jobs

2017-18

Following our reorganisation in the previous year we established four operational teams: investments; services; strategy & policy and communication and corporate affairs. We approved a number of new projects including the £14.64m Crawley Growth Programme, a £5m Southern Gateway Development and £3.25m for Croydon Fiveways.

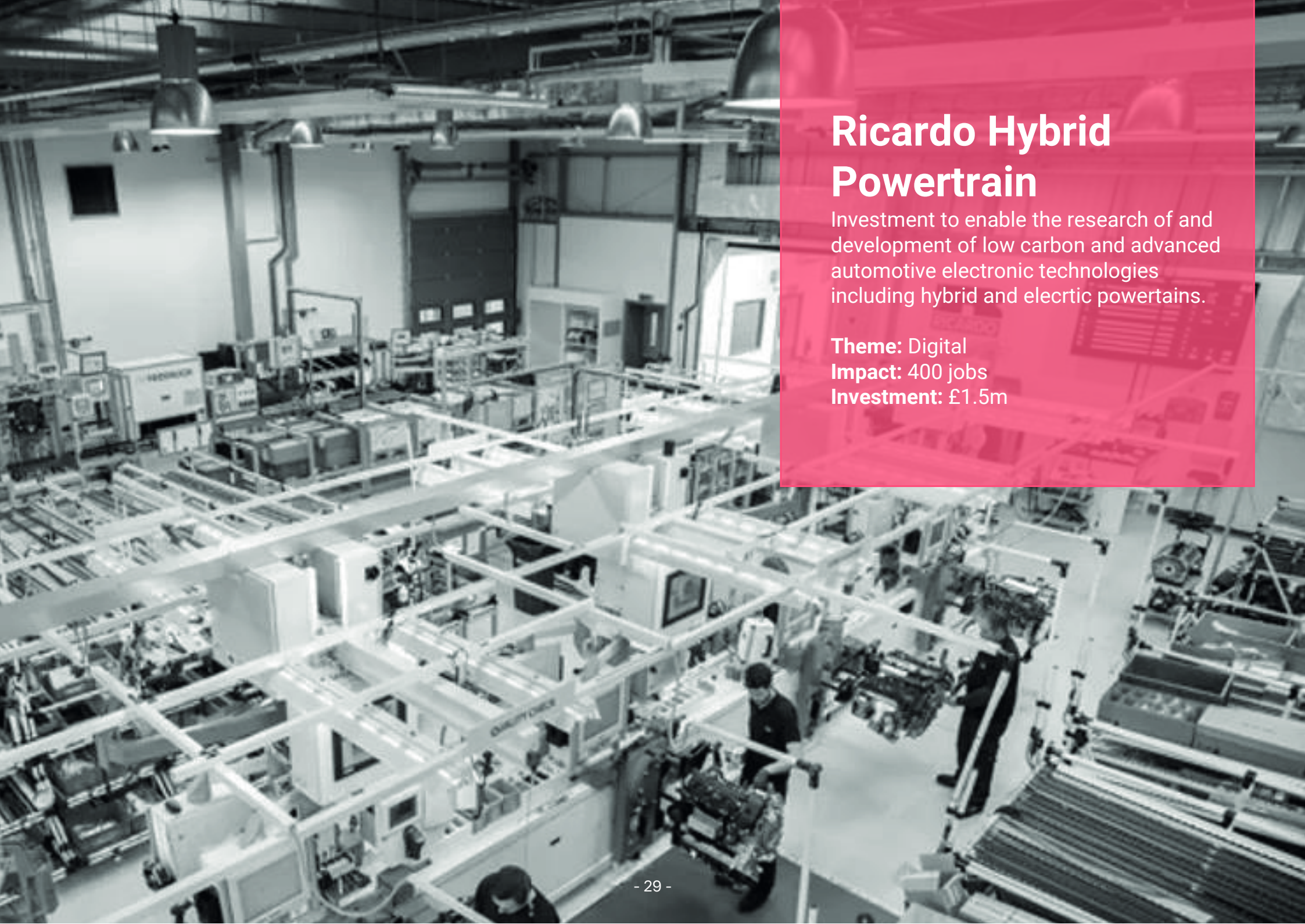
The Growth Hub continued to provide free support focusing on established growth businesses with 84% of businesses reporting they would not have found the relevant business support to unlock their growth without this service. The Enterprise Coordinators team continued to roll out their services across the region.

Significant work undertaken during this period prepared for the new Strategic Economic Plan based on extensive research and consultation.

We developed a strong communication plan to showcase the region, highlight the significant investment made to date and reflect the successful partnership and placemaking work we undertake.

Key activities and achievements

- Approved 10 new Local Growth Fund Projects worth £26.7m
- Provided management of all Growth Deal projects worth £237m covering a range of improvements from transport, employment, environmental resilience, digital connectivity, and skills provision
- Utilised the Growing Places Fund of £23.7m to provide loan finance and/or equity to 10 high growth projects
- Established the Enterprise Advisor Network which has successfully identified and co-ordinated 280 business professionals to work with over 100 schools and colleges across the area
- Worked with our partners in Lewes District Council to advance the Newhaven Enterprise Zone, including the development of a strategy for growth (£3.1m Local Growth Funding)



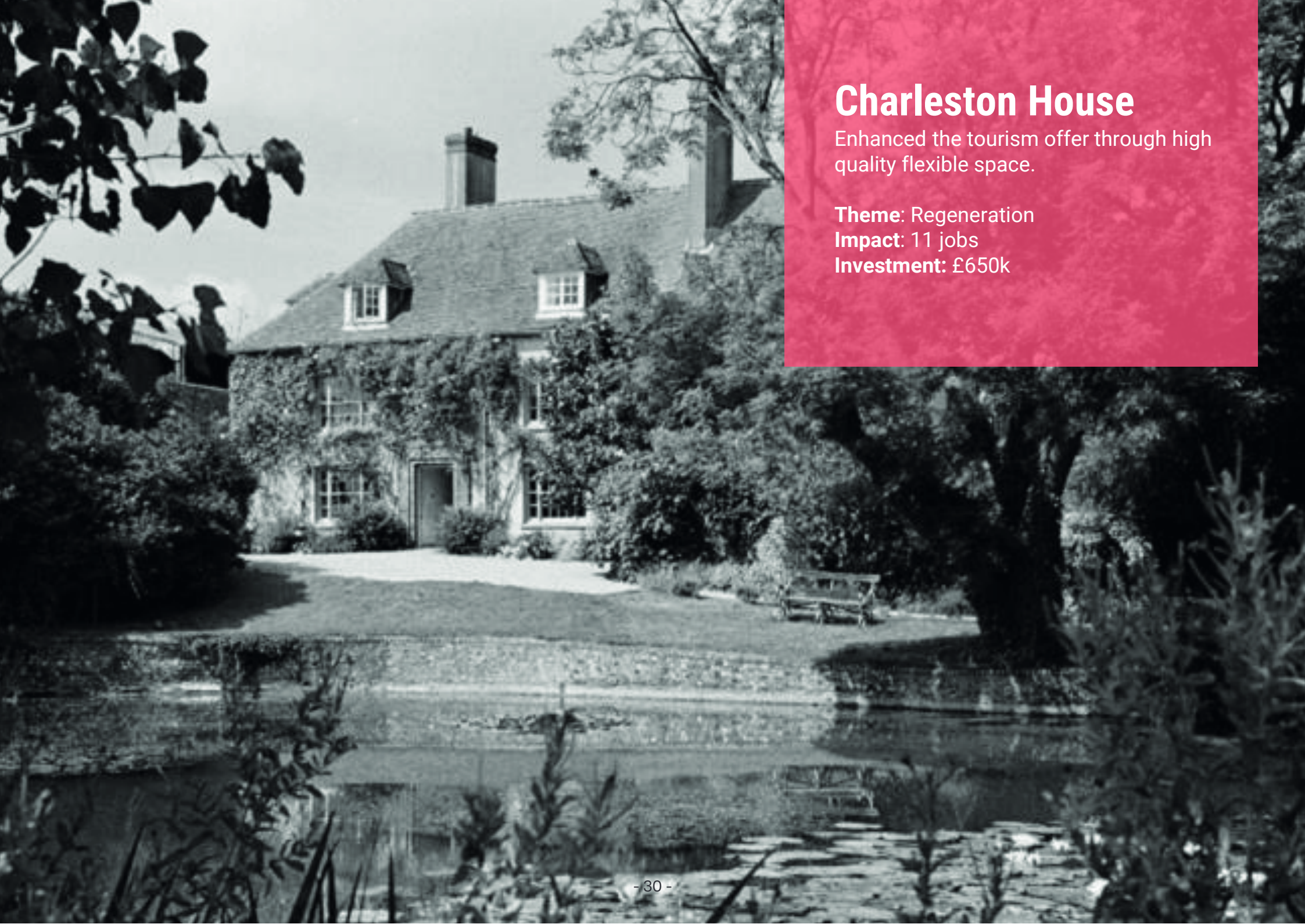
Ricardo Hybrid Powertrain

Investment to enable the research of and development of low carbon and advanced automotive electronic technologies including hybrid and electric powertrains.

Theme: Digital

Impact: 400 jobs

Investment: £1.5m



Charleston House

Enhanced the tourism offer through high quality flexible space.

Theme: Regeneration

Impact: 11 jobs

Investment: £650k

2018-19

In July 2018 we published our bold **Gatwick 360**, our new Strategic Economic Plan, and started work on producing the area's first Local Industry Strategy. Significant work was undertaken to strengthen the evidence base for this strategy which involved thorough research and extensive engagement with a range of partners.

We continued to deliver on our portfolio of major infrastructure investments through the **Local Growth Fund** and projects supported by our **Growing Places** revolving loan fund. This year saw the official opening of the University of Chichester's Engineering & Digital Park, the restored barns and new galleries at Charleston Trust and the Aldingbourne Trust Quarry building.

We were delighted to have been chosen as one of two LEPs to pilot the NatWest **Banker in Residence** programme as recommended by the Alison Rose Review of Female Entrepreneurship.

We supported more businesses to trade internationally, building on our links with DIT, Gatwick and other key partners providing export support. This included promoting a £350m investment opportunity in the UK Government Portfolio to a host of international partners.

Key activities and achievements

- Provided project oversight of £27m worth of retained transport schemes across the region
- Launched the Coast to Capital Escalator Programme supporting 34 scaling businesses
- Developed the Growth Hub Account Manager role to provide more in-depth engagement with businesses delivering 217 business diagnostic reviews
- Introduced two new Growth Hub tools, GrowthMapper and DNASix
- Provided business support services through a team of Account Managers to over 800 businesses resulting in 6,232 referrals with a take-up rate of 52%
- Refreshed our brand with a bold new logo reflecting our organisation's ambitions
- Launched the Skills 360 Board
- An investment totalling £0.4m was made to Physical to Digital (Brighton).

2019-20

Our Gatwick 360 Strategic Economic Plan set out our vision for the region and work commenced in preparation for the publication of our **Local Industry Strategy**. We continued to deliver on our portfolio of major projects through the Local Growth Fund (LGF) and projects supported by the Growing Places revolving fund.

This year saw the opening of the Fairfield Halls and Adur Civic Centre as well as significant progress with projects such as Preston Barracks (Plus X) and the Crawley Growth Programme which received further funding of £820,000.

The **Growth Hub** continued to provide free support, focusing on established growth businesses and helping them access the business support they needed to unlock their growth.

The innovative Coast to Capital Escalator Programme was hugely successful in supporting scale up businesses to achieve their potential through facilitated peer to peer learning.

Working with DIT, the region successfully landed 38 foreign direct investment projects, creating 378 new jobs. As part of our **Global Business** aims, we continued to support more businesses to trade internationally, building on our links with DIT and other key partners.

Key activities and achievements

- Contracted £22.5m in European Structural and Investment Funding (ESIF) for project extensions and 25 additional projects in 2019/20, bringing the total ESIF contracted to £38.4m across 58 projects in the Coast to Capital area
- Utilised the Growing Place Fund, a revolving investment of £23.7m to provide loan finance to business
- Provided project oversight on the project delivery of retained transport schemes worth £30m
- Completed the pilot Escalator Programme supporting 35 scaling businesses and established three alumni cohorts.
- Provided business support service to 869 businesses which resulted in 1,472 referrals with a take-up rate of 46%
- Integrated the Growth Grants Programme with the Growth Hub delivering £391,712 of grant funding to 5 growth businesses and providing 40 Growth Champion sessions



Ridgeview

A Business Growth Grant enabled Ridgeview to install a new, faster bottling line that has more than doubled its current capacity and improved the quality of its wines.

Theme: Business Growth

Impact: Trebled production

Investment £29k

A black and white photograph of the Haywards Heath College entrance. The building features a prominent sign at the top that reads "Haywards Heath College". The entrance is a large glass door with a brick base. Four women are standing on the steps leading up to the entrance. The woman on the far left is wearing a dark suit. The woman next to her is wearing a striped dress and a dark cardigan. The woman in the center is wearing a light-colored suit. The woman on the far right is wearing a striped blazer over a dark top and skirt. The background shows a brick wall and a window with a view of trees.

Haywards Heath College

Haywards Heath College

Re-opening of the College to support thousands of learners.

Theme: Skills

Impact: 981 learners & apprentices

Investment: £1.2m

2020-21

Throughout the course of the pandemic, our Growth Hub was on the frontline supporting local businesses. It secured additional funding to double the size of the support team who dealt with over 2,500 business support enquiries. In addition, £4m was made available to SMEs via the new **Backing Business Grants** and **Business Recovery Grant** to help mitigate against the impact of COVID-19. We launched our government backed **Peer Networks** programmes which built upon the success of the **Escalator Programme**. These services were introduced on top of our core 'business as usual' services to provide invaluable recovery support.

The new '**Skills Action Plan**' set out the skills strategy to support the recovery and future resilience of the people, businesses, and places in the local economy. Produced by the Skills 360 Board, chaired by **Frances Rutter**, it brought together extensive research, analysis, engagement, and consultation.

The Government funded **Local Growth Fund** (LGF) committed funds towards 96 projects across the region. The aim of the programme was to provide inclusive economic growth with a focus on projects that create space for businesses as well as sustaining our creative and digital sectors.

Key activities and achievements:

- Launched our plan for economic recovery – Smarter, Greener, Stronger and published a COVID-19 Economic Impact Assessment
- Launched the Catalyst South group, a strategic alliance of six Local Enterprise Partnerships (Coast to Capital, Enterprise M3, Hertfordshire, Southeast, Solent and Thames Valley Berkshire)
- Allocated £4m to small businesses in response to the COVID-19 pandemic via the Backing Business and Business Recovery Grant Schemes
- Provided business support services through a team of Growth Managers to 10,967 businesses resulting in 2,534 referrals achieving a satisfaction rate of 89%
- Delivered the Peer Network programme to 85 businesses with a very high customer satisfaction
- Integrated grants within the Growth Hub and delivered £2m of grant funding to 60 businesses creating 220 jobs
- **Julie Kapsalis** appointed as Chair

2021-22

Coast to Capital LEP continued to play a crucial role in supporting economic recovery and the new business environment across our region post-COVID. It focused on opportunities for sustainable business, attracting new investment and generating jobs.

Our work aims to build an economy which is more diverse and resilient with the necessary infrastructure upgrades to drive job creation, build supply chains between large and small businesses and provide training opportunities for residents.

Our Growth Hub, working as part of our Business & Engagement strand, provided free Business Support Services to 1,756 businesses across the region achieving a client satisfaction rate of 98%. The Peers Network Programme focused on business leaders sharing and identifying practical ways of unlocking barriers to growth.

Our **Skills, Innovation & Labour Markets** strand provided free support services for business, from growth advice and mentoring, careers education advice, support to secondary schools and economic and labour market data analytics.

Key activities and achievements

- Continued to set out our regional Skills Strategy aligning FE and HE provision to employers' needs
- The Careers Hub worked with over 111 schools and colleges to facilitate interactions between business and education
- Supported the Sussex Chamber of Commerce to undertake research and analysis for the Local Skills Improvement Plan (LSIP)
- Continued to focus on Equality, Diversity & Inclusion; we were the first LEP to sign up to the 'Investing in Women Code'
- Awarded £19.2m of Getting Building Funding was to 12 projects across the region.
- The School of Nursing which received £1.2m of funding accepted its first students
- The Crawley Innovation Centre, which received £8.65m secured a site in the Manor Royal Business Improvement District



Brighton Fibre Ring

A Research and Innovation Testbed and Fibre Ring (RIFR) created a new high-capability infrastructure to support research and innovation.

Theme: Digital

Impact: £115m productivity increase

Investment: £1.4m



Vampire's Wife

A Brighton based fashion brand, funded to launch their debut collection, which supported the creation of five new jobs.

Theme: Buisness & Enterprise

Impact: Delivery of debut collection

Investment: £53k

2022-23

Following the Government announcement in August 2023 that it would cease funding the LEP network in April 2024, our focus has been on providing continued oversight of our funded projects so that they continue to benefit our regional economy beyond 2024.

We now seek to convert our legacy and our significant experience, skills and knowledge into tangible and sustainable services which can continue to be at the heart of driving economic excellence for our region.

This report has highlighted key achievements which were the result of combining private and public sector expertise, excellent stewardship of public funding and an overriding shared drive by our board, leadership team, partners and other stakeholders to support our region to realise its economic potential and deliver benefits to its residents.

Key activities and achievements

- Growth Hub highly regarded and Careers Hub rated second highest across England with a successful pilot in Surrey which expanded into the area of providing Special Educational Needs support
- Full £275m Local Growth Funding allocation has been paid out and we continue to monitor delivery of projects reporting until 2025
- Good protocols in place to track delivery of all existing projects as required by Government
- Discussions in train regarding transfer and integration of some services to county councils
- Expansion of Career Hub under consideration
- Transition Coast to Capital to a new organisation
- Assessed Coast to Capital's governance, strategic impact, and delivery performance and submitted our final mid-year review to Government



Tech Park, Bognor Regis

Opportunities for thousands of young people at the University of Chichester

Theme: Skills

Impact: 500 new graduates

Investment: £8m

Skills

Our **Skills, Innovation and Labour Markets** team included a range of free support services to businesses, from growth advice through to peer-to-peer mentoring. We also provided economic and labour market data analytics.

Through the **Careers Hub** and **Opening Doors**, we raised the profile of careers education, advice and support to secondary schools and colleges,

Careers Hub brought together schools, colleges, employers, and apprenticeship providers across the region with the aim to improve the preparation of young people for their next steps.

- Supported 50 institutions including 4 FE colleges, 4 SEND schools and 40 mainstream schools
- Performance above the national average
- Initiatives that included live apprentice talks with Unilever, British Airways, and ITV, as well as a virtual work experience programmes

Open Doors raised the profile of vocational pathways and what they can offer. As they are often misunderstood by students it was important to give an overview of apprenticeships.

- Supported by 10 employers who shared their experience of apprenticeships
- Contributions from 20 apprentices at Unilever, Thakeham Homes, Honeywell, Fidelity International, Atkins Engineering, British Airways, ITV, NHS, Thales and Gatwick Airport
- 12 schools took part, providing 14 individual events and up to 5,000 students attending in total

Skills

Investing in our universities to provide world-class facilities for teaching and research.



Advanced Engineering Centre University of Brighton

Investment: £7m

Key Outputs

- 50 jobs
- 100 graduates
- 3,600sqm of employment space
- 340 STEM students



School of Nursing University of Chichester

Investment: £1.2m

Key Outputs

- 22 jobs created
- 61 jobs unlocked
- 160 training places per annum for high value skills
- 1,666sqm new floor space

Skills

Investing in Further Education to enhance the quality of teaching spaces as well as invest in new resources to meet industry needs such as green technologies and digital and data.



STEM Centre Crawley College

Investment: £4.9m

Key Outputs

- 350 businesses supported
- 1,500sqm of floor space
- 400 new learners
- 140 new jobs/apprenticeships



Automotive & Engineering Centre Nescot

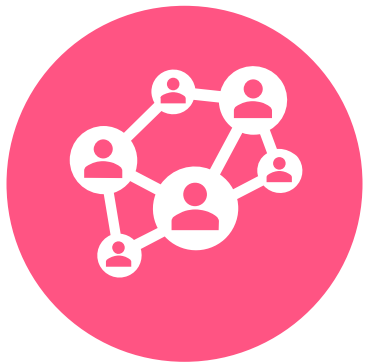
Investment: £1.24m

Key Outputs

- 750sqm of refurbished learning space
- 420 additional learners
- 90 additional trainees
- 240 additional apprenticeships

Business Support

Delivering high-quality services to businesses across the region helping them to address barriers to growth.



Growth Hub

Provided 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

- Client satisfaction rate of 98% in 21/22
- Provided medium and high intensity support to 682 businesses in 21/22

Peer Networks Programme

Delivered in partnership with MDHUB, a leading peer to peer business growth network, focussed on business leaders sharing and identifying practical ways of unlocking barriers to growth.

Growth Escalator

This initiative was the first in the country to focus on providing bespoke support for businesses with a high potential for growth. As part of the scheme senior business leaders engaged with and supported ambitious business owners in the Coast to Capital region.

"The Escalator Programme gave me the opportunity to look at my business from the outside and, with the help of the group, I was able to make significant changes to the way I managed the business"

Melanie Richardson, Swindells Accounting

Business Support



Regional Growth Fund

Coast to Capital was awarded £3m from round four of the Regional Growth Fund to help support SME businesses in the area to create more jobs.

- 38 businesses financially supported
- Provided free business support
- 312 jobs created
- Private sector investment of £10m
- 128 six-week placement schemes which 78 turned into full time jobs

Backing Business Fund

The grant fund was set up to help businesses in the Coast to Capital area mitigate the impact of COVID-19 by adapting, innovating or evolving their businesses.

- 161 businesses supported
- £1.98m awarded
- 3 months turnaround

In Steyning, **The Sussex Produce Company** were awarded £16,207 to evolve the business to allow for deliveries and invest in a website.

In Hove, **Body Happy Ltd** were awarded £21,600 to help set up remote training sessions.



Edgcumbes

Our team of Growth Champions supported the development of a three-year growth model and a potential subscription mode.

Theme : Business Growth

Impact: 6.5 jobs and online expansion

Investment: £16k

Business Support

Getting Building Fund

The projects covered by this funding stream supported a wide range of key priorities including; regeneration of towns, creation of employment, digital infrastructure, green technology and skills. In total £19.2m of funding was allocated to 12 projects which led to the creation of:

- 575 new jobs.
- 725 safeguarded jobs.
- 150 new housing units.
- 11,000sqm of new/refurbished floorspace.

Growing Places Investment Fund

This £23m loan fund prioritised investment in projects that directly or indirectly contributed to Coast to Capital's eight economic priorities.

- Delivering prosperous urban centres
- Developing business infrastructure
- Investing in sustainable growth
- Creating skills for the future
- Pioneering innovation
- Promoting better transport & mobility
- Improving digital network capability
- Building a strong national & international identity

Over its lifetime, the fund supported 37 businesses, created 500+ jobs and generated £52m of additional private capital.

Championing Diversity

The business case for equality, diversity and inclusion in the workplace is overwhelming and evidence shows that diversity brings many advantages to an organisation including increased profitability and creativity, stronger governance and better problem-solving abilities.

Female Leadership

Female entrepreneurs represent a huge economic potential for the UK. It is estimated that £250 billion could be added to the UK economy if women matched men in starting and scaling businesses.

- We were the first LEP to pledge its commitment to improve female entrepreneurs' access to tools, resources, and finance
- Proud signatories of The Investing in Women Code and also supported the establishment of The Gender Index
- Pioneers of the mNAI tool to gender disaggregate data as part of the Rose Review of Female Entrepreneurship
- Launched the NatWest Expert in Residence Programme

Supporting Equity, Diversity & Inclusion

- Won awards for Diversity & Inclusion and Corporate Social Responsibility
- Produced an Equality, Diversity and Inclusion Strategy to include actions to meet our anti-racist commitment
- Team training on unconscious bias delivered by Diversity & Ability
- Growth Hub training on barriers facing BAME owned businesses
- Hosted diversity lunches to showcase and celebrate the importance of diversity in business

The Future

Following a decision from Government announced in August 2023, as of April 2024 LEPs transferred their functions – namely, business representation, strategic economic planning, and the delivery of government programmes where directed – to local authorities.

Going forward, Coast to Capital will continue to build upon and preserve the heritage and achievements of the Coast to Capital LEP. Our wealth of significant experience, skills and knowledge will continue to support and deliver impactful economic development services to places through our 'Objects':

'To assist, promote, encourage, develop, lead and deliver sustainable economic growth of the area; creating a diverse and competitive economy within first class infrastructure and high growth built on local private strengths, exports and job creation, in each case insofar as its resources allow.'

We will stay as Coast to Capital but outside of the region trade as LegaC Services, a 'Not for profit' company. We will aspire to develop and deliver economic development services to organisations that require them, in an affordable and supportive way.

Any proceeds we raise from commercial work will fund a regional time bank where we can undertake work on behalf of our regional partners at no charge.

We believe that every place has the capability to thrive, and our creative approach to economic development will not only help drive growth and prosperity but will leave lasting legacies to benefit future generations.

LegaC



We will:

- Become a not-for-profit organisation which offers pro bono work and services
- Support the economic development of places
- Support regeneration of towns, high streets and rural places
- Attract investment through funding, business relocation and growth
- Create and promote social value and circular economies.
- Provide education, instruction and undertake research
- Partner with, or enter into arrangements with partners
- Act as an agent or broker, and undertake and perform subcontracts

Our distinct offer will be:

- Funding search & bid writing
- Fundraising & articulating business cases for investment
- Business case authorship and cost benefit appraisals
- Project management, monitoring or evaluation
- Convenorship, advocacy & promotion
- Publication of research, data and evidence base gathering
- Expert advisory services
- Social value strategies
- Delivering bespoke packages of business support activity
- Facilitation for place & engaging with key stakeholders to promote economic growth
- Developing funding schemes

Our People









Our Directors Across the Years

- Richard Biggs
- Karen Dukes
- Richard Hopkins
- Amanda Jones
- Julie Kapsalis
- Paul Marshall
- Anthony Middleton
- Lindsay Pamphilon
- Bella Sankey
- Steven Waight
- Hamida Ali
- Stephen Allen
- James Arnell
- Clive Behagg
- Natalie Bramhall
- Mark Brunt
- Ronald Crank
- Neil Dallen
- Daryl Gayler
- Louise Goldsmith
- Juliette Green
- Shaun Gunner
- Martin Harris
- Martin Heffer
- David Hodge
- Daniel Humphreys
- Debra Humphris
- Philip Jones
- David Joy
- Nick Juba
- Colin Kemp
- Jason Kitcat
- Michael La Rooy
- Robert Lanzer
- Shelagh Legrave
- Toni Letts
- Rosaleen Liard
- Jane Longmore
- Phélim Mac Cafferty
- Paul Marshall
- Peter Martin
- Claire Mason
- Amanda Menahem
- Vidhi Mohan
- Warren Morgan
- Anthony Newman
- John Peel
- Jason Perry
- Nancy Platts
- Frances Rutter
- Ravi Shankar
- Jonathan Sharrock
- Joan Spiers
- Adam Tickell
- Polly Toynbee
- Garry Wall
- Timothy Wates
- Alexander Williamson
- Daniel Yates

Coast to Capital