



# COAST TO CAPITAL:

making the  
connections

# CHAIRMAN'S INTRODUCTION

This brochure contains our vision for the Coast to Capital region, and our six-year investment programme in the infrastructure businesses need in our region's transport, flood defences, housing, workforce, skills and communities.

This is a comprehensive and ambitious plan. It includes all the priorities from the Greater Brighton City Deal, our European Structural Investment Funds Strategy and our Skills Strategy as well as significant new proposals.

Coast to Capital may be located in the most successful part of the UK, but we must invest further to secure our success for the future.

Performance is good – despite some deficits in infrastructure – and investment will sustain and build economic success. But essential underpinning infrastructure – particularly transport and flood defences – are reaching capacity. They are no longer robust enough to support future growth – and the fragility is beginning to show. Some parts of our region are underperforming on skills. Our housing market needs unblocking if additional housing is to be provided, creating capacity for growth.

The UK economy needs Coast to Capital to perform well above the UK average, indeed at levels found in the best regions of Europe and the rest of the world. If areas like ours don't perform, the UK will not perform. We have identified the industries and sectors where we can deliver more.

In the next six years we will:

- Invest £550m of public sector funding from local authorities, higher education and others
- Draw in £2.78 billion of private sector funding to directly support our proposals
- Invest £61m of European funding
- Create 60,000 new jobs and 970,000 square metres of new employment space and bring forward 26,000 new homes.

We have asked the Government to match our ambition and investment with

- £559m Local Growth Funding to back our investment programme
- £61m of Skills Capital Funding
- £46m of Transport for London/London Growth Deal funding for improvements in Croydon, improving its connection to the region

Our drive for growth is ready to go. In the first year of our proposed Growth Deal – 2015/16 – we aim to start by:

- Using £72m of Local Growth Funding to lever delivery of projects with a total value of £474m
- Delivering £9m of European funding, with the required match funding.

The projects we start in 2015/16 will result in £7 of private and public sector investment for every £1 of Growth Deal funding.

Our plan has been shaped and agreed by the business community, local authorities, further and higher education institutions and by the third sector. It has been unanimously agreed by all 16 local authorities in our region and the South Downs National Park Authority.

Our job now is to implement the plans set out in this brochure and to make the connections between our different areas, sectors and communities so that all may share in the benefits of growth. We hope you will work with us to achieve our ambitious plans for growth.

**John Peel OBE**  
Chairman  
Coast to Capital

# CONNECTING DIVERSITY WHAT WE PLAN TO DO



## COAST TO CAPITAL

Exceptional growth and productivity gains

One of the leading economic regions in the UK

Competes with the most successful regions in Europe and rest of the world

### SIX YEAR INVESTMENT PROGRAMME



**£3.3 billion**  
private & public sector investment



**£559m**  
Local Growth Fund



**£61m**  
EU funding investment

### DELIVERING



**60,000**  
jobs



**26,000**  
homes



**970,000 sqm**  
employment space

### WHAT WE WILL DO

#### Successful Growth Locations

- Maintain great places to do business
- Develop new opportunity areas
- Transport infrastructure

#### Successful Businesses

- Support enterprise
- International business
- Inward investment
- Business premises
- Business support and supply chains
- Business finance

#### Competitive Advantage

- Priority sectors
- Research and technology futures
- Innovation networks
- Maximise higher education potential

#### Skills and Workforce

- Young people
- Skills for productivity
- Skills for employment and progression
- Better intelligence, information and guidance

#### Growth is Digital

- Completion of superfast broadband roll-out
- Ultrafast broadband clusters
- Tackle rural blank spots
- Mobile 5G development
- E-Commerce skills

#### Housing & Strategic Infrastructure

- Free up blocked sites
- Community led housing
- Flood defences
- Other strategic infrastructure

# WHERE WE ARE WORKING

We work across the region, but our focus is on a number of strategic locations, where our impact can be greatest. For each location we are developing a plan that fits the place, covering issues such as transport, business premises, infrastructure, support for business and developing skills for the workforce.

In **Croydon** we are supporting major transport improvements in central Croydon, making better connections for businesses, pedestrians and vehicles. We will back new housing initiatives that will provide the homes that are needed.

Along **the East Surrey M25 corridor**, which links important business locations such as Epsom, Redhill, Reigate and Leatherhead, we are supporting improvements in road and rail transport links and unlocking the development of town centre and employment sites.

In Crawley and Horsham, the **Heart of the Gatwick Diamond**, we are planning a new railway station at North Horsham, supporting employment and housing sites nearby, and improving the area around Crawley station and the commercial heart of the town, bringing new opportunities for residential, leisure and retail development. At Manor Royal we will create over 14,000 square metres of new employment floorspace.

In **Burgess Hill** we are working to deliver 5,000 new jobs at the Business and Science Park, by unlocking transport improvements and ensuring availability of ultrafast broadband connections, together with significant new housing backed by the local, district and county councils.

Along the **Coastal Corridor** around Chichester, Worthing and Littlehampton, we will deliver transport improvements that will include improvements to the A27, the main east-west road link; support the delivery of growth centres in Worthing and at Shoreham Airport and Harbour and provide better connectivity with rail and road in Littlehampton.

At **Enterprise Bognor Regis**, our growth deal will create 4,800 jobs and 140,000 square metres of employment space. This will be created by improving transport access, and creating a new University Institute, ensuring that it is an attractive location for developers and employers to invest and grow their businesses.

In **Shoreham by Sea** we will support business growth by protecting business and residential areas from flooding. The flood defence schemes will enable developments in Shoreham Harbour and at the Airport, which we will support with transport investment.

In **Brighton & Hove** we will develop investment in employment, transport and housing around four areas: the Marina and seafront, New England Quarter, Valley Gardens and Edward Street, and the Lewes Road corridor.

In the **Newhaven Enterprise Zone** we will ensure that the new University Technical College is the start of broader regeneration, protecting and developing brownfield sites for employment, particularly move-on space. We will support existing proposals such as the Rampion wind farm and the Newhaven Growth Quarter.



# CONNECTING DEVELOPMENTS

We are a region of economic hotspots. We will improve connections to the areas which have the most capacity for growth. In Newhaven and Bognor Regis, we will lead Enterprise Zone investment that will make them hotspots in their own right. We will bring in private money to spread the employment and economic benefits of our hotspots, and link businesses to opportunities abroad. We will support planning authorities and communities to bring forward the houses they need.







### Joining up the hotspots

Our economic success is real, but is concentrated in hotspots – the Gatwick Diamond, Brighton, central Croydon – where there are constraints to growth. At the same time, some parts of our region have suffered from a lack of investment, and risk getting stuck in a vicious circle, where lack of investment means fewer jobs and few opportunities for new businesses.



### New growth in Newhaven, Shoreham and Bognor Regis

We will take action to bring major investment to Newhaven, Shoreham and Bognor Regis, unlocking investment and improving their connection to the regional economy. We will use our local growth funding to unlock private investment, making them new hubs for the regional economy. We will tackle flood defences which are holding back development.



### Supporting housing

We all know that housing demand in our region outstrips supply. We will support our local authorities to get the right number of houses built for our region. We will support house-building with new financial instruments and initiatives around tenure types and use of public assets. We will help communities create their own housing approaches using Community Land Trusts.

*“Hargreaves welcomes the publication of Coast to Capital’s Strategic Economic Plan, and regards this an important contribution to fostering and supporting economic growth and development throughout the area. Hargreaves agrees that future economic development in the LEP area is significantly affected by the limited supply of land for employment development. This is compounded by a similar deficiency in housing land supply. These limitations increase the need to make optimum use of limited land resources to support growth and economic development”.*

**Rob Huntley**  
Hargreaves Group

# CONNECTING TO THE REGION

The road and rail network in the region is struggling to contain current passenger and freight flows, and will need further investment from central and local government if it is to be ready for growth. The M25 and trunk roads in East Surrey and the Gatwick Diamond are already at capacity. By 2031 the Brighton Mainline will be carrying 37% more passengers, and road traffic is an ongoing problem at key pinch points in Worthing, Brighton and Arundel. We are going to build a better-connected region, so that businesses can get their staff to work and their products to market quickly, with lower environmental impact. We want to create the transport network that can drive further growth and accommodate it when it comes.





Photo: Chris Wilson



*“Our International Centre for Business & Technology is one of our key global hubs and host to thousands of visitors a year from across the world. The Coast to Capital region needs investment in essential infrastructure, housing, skills and support for enterprise. We welcome the LEP’s collaborative approach and their commitment to delivering the investment needed for the region to realise its potential.”*

**Mikhael S Newman**  
BP plc

## **Making our money work**

We are making the most of money in the partnership and from individual partners, to implement small changes that can make a big difference. In Brighton, we propose investing £8m in the reshaping of Valley Gardens, just where the coastal and Brighton-London routes meet. In the Gatwick Diamond, we will support a new North Horsham railway station, increasing the impact of other business investment there. We will back improvements in access to the Airport, and make Crawley station gateway more attractive to business and visitors. £2.7m will support better transport in Epsom town centre, supporting connections into East Surrey.

We also need to reduce the number of car journeys and we are planning major investment in sustainable transport to make it easier and more attractive for people to use different forms of transport.

## **Bringing in additional investment**

Every business raises the A27 as a serious constraint on growth. We are arguing for a comprehensive plan for the A27 from Waterlooville through Chichester to Eastbourne, and will lobby government to improve coast road journeys with money for improvements around Arundel, Worthing, Lancing and Fontwell, and a better junction layout where A27 and A23 meet at Brighton. Elsewhere in our region, we will be supporting better public spaces for people, trams and cars in central Croydon, and making the case for improvements to junctions on the M23 and M25.

## **Rail renaissance**

Rail journeys in our region are still suffering from the poor strategy of past decades. Too much is focused on direct London routes, rather than East-West connections. We will lobby for the electrification of the North Downs Line to ease connections from Surrey into Sussex, and better connections from the Arun Valley line onto the coast. Most important, we will press government to ensure that infrastructure on Croydon-Gatwick-Brighton line keeps up with growing demand.

# CONNECTING TO THE WORLD

The greatest growth and the biggest productivity increases come from companies that grow internationally, and we are going to open international opportunities to every business in our region. We are already well-connected through Gatwick. A new business hub for countries in South East Asia will connect inward and outward investment in Asia. Training programmes and peer networks will ensure that businesses have the skills and ambition to take their products and services abroad.



## Every business ready to compete

Growth and productivity come best from international trade, and the businesses and services in our region already have an excellent track record. The Creative Assembly in Horsham is one of the UK's largest games developers. Varian Medical Systems has its advanced medical instruments site in the Gatwick Diamond. American Express's European headquarters is in central Brighton. We want to extend international opportunities to every business in the region, and make sure they have the skills and access to use them.



## ASEAN business gateway

The Association of South East Asian Nations is a trading block – if it were a single country it would be the eighth largest economy in the world. We'll support businesses to access that massive new market with an ASEAN business gateway at Gatwick Airport, staffed by experts and focused on building two-way trade links. It would have meeting space and digital connections to help businesses create new partnerships.

## Enterprise and Business support

Entrepreneurs need the right environment and support if they are to make a successful start in their business. Businesses need the right support if they are to grow – particularly if they are starting to trade abroad. We will use the best business support from a range of providers and make it easy to find the right expert who can help. We will back the businesses of the future and make sure that every young person understands more about enterprise by the time they leave school.

## Finance to fund expansion

Finance comes in many varieties, and we will make sure that the full range of public and private sector funding is deployed to support business and international growth. We will work with banks to improve the flow of debt finance, encourage angel investors and venture capitalists, and make it easier for businesses to apply for government and foundation funding for research and expansion.

## Inspiration

Coast to Capital needs to compete with the best in Europe and the rest of the world. We are working to match our international comparator regions, such as Noord Holland – the area around Amsterdam. Noord Holland has a similar industrial background, a main airport (Schiphol), a predominantly service related sector and relationships with renewable energy and sustainable environmental development. The Noord Holland region has managed to maintain growth during the recent global downturn and has established collaborative relationships with neighbouring regions to ensure sustainability of its business sectors. Its proximity to Amsterdam and coastal location make it a useful region from which to study the aspects that have made it a success.



# CONNECTING OPPORTUNITIES

We are basing our approach on the concept of Smart Growth – identifying future trends, identifying where they fit with our existing research strengths and our business concentrations. These are the industries in which we have an existing competitive advantage, and can lead the world. We have identified five sectors of competitive advantage for our region, and two additional local growth sectors. We will be involving universities, colleges, businesses and councils in creating action plans for each of the sectors.





## Competitive advantages and growth sectors

Our five sectors of competitive advantage are:

- Advanced Engineering
- Creative Digital and IT (CDIT)
- Environmental Technologies and Low Carbon & Environmental Goods and Services
- Financial and Business Services
- Healthcare, medical technology and life sciences

In addition, the two local growth sectors are:

- Tourism
- Food manufacture/horticulture

## Ready for the next big thing

As well as our current competitive advantage, we need to look at what our competitive advantage will be in the future. Based on the principles of Smart Growth, and research by the University of Chichester, we have identified several areas that will be the likely future focus of our growth: the connected digital economy; bioscience; vehicle electronics; and environmental and renewable technologies. We will be developing a program of activities to support clusters of SMEs, fit different networks together, and support innovation.

*“Gatwick Airport will play a key role in helping to deliver the Plan and maintaining the region as a thriving economic hub. In the past four years Gatwick has invested £1 billion in improving facilities and services at the airport and we will continue to invest with a further £1 billion to be spent on developing Gatwick’s reputation as a world class airport. We are particularly supportive of the Plan’s priorities around skills and young people. Investing in our workforce of the future is important to us and very much a priority for the Airport.”*

**Stewart Wingate**

Chief Executive, Gatwick Airport

## Creative business on Route 23

Research on Brighton’s successful tech economy has shown that “superfusing” creative, digital and business supports high-growth, high-productivity businesses. We want to make the connection along an arc from Brighton, through the Gatwick Diamond and Croydon to London’s Tech City – a line sometimes called “Route 23”. Through the City Deal investment in New England House in Brighton, a Creative Growth Centre in Worthing, and investment in a new Creative Business Quarter at the University of the Creative Arts at Epsom, we will be creating new business space, research capacity and shared infrastructure for new and established creative businesses. We will help strengthen existing business communities like Croydon Tech City, where creative and digital businesses have established a strong networking and start-up community.

## Supporting advanced engineering

Our region is already home to several advanced engineering facilities, producing high-end products such as Rolls-Royce cars and Bowers & Wilkins loudspeakers, and low-carbon technologies for combustion engines and green energy generation. Enterprise Bognor Regis will host the University of Chichester’s new Institute of Sustainable Enterprise, which will provide a Department of Data Science, and a Centre of Excellence in Sustainable Operations. The University of Brighton and Ricardo are planning a new Centre of Advanced Engineering in Brighton.

# CONNECTING THE COUNTRYSIDE

The countryside is what gives our region its character, but it must be more than the scenery that goes past as you drive to work. We want to create rural entrepreneurs. We will support the networks that create successful enterprises in rural areas, where land-based businesses and high-skill enterprises can sit side-by-side, supported by great transport links and training available from the smallest hamlet to the city centre.





### Rural networks

We will ensure that rural businesses are never disadvantaged by location. The countryside is a place for networks, and we will support business networks where local companies can find support, as well as the communications and transport networks that connect small rural businesses to their markets.



### A countryside to live in

We need housing to meet the needs of rural communities. By promoting Community Land Trusts, we will give local communities the tools to support new housing development. We will encourage the use of lower-cost local materials for sustainable homes that support businesses from materials to construction.

### A countryside to work in

Digital technology can create high skill jobs in rural areas, and better transport links enable people to do business more easily, but it needs to be available to all. We will support those high-skill jobs with rural skills packages delivered with European Social Fund support. We will also support smaller service businesses by promoting sustainable tourism.

### Inspiration: Tielt, Belgium

The rural area around Tielt, which lies between Lille and Brussels, is a similar region to our own – it combines an excellent environment with easy access to growing business centres. It has been successful thanks to investment in human capital, particularly among younger people. There is a network of rural small businesses, and a programme specifically focusing support on disadvantaged young people who want to start businesses. An EU report in 2010 cited Tielt as an example of an area where economic growth is driven by the people who stay in their villages working with the people who move into them, and the role of local economic partnership is noted as particularly important.

*“Many of the UKs leading fresh produce businesses are based in the Coast to Capital region and the West Sussex Coastal Plain alone produces over £1 billion of produce and employs more than 7,000 people. The industry is investing over £5m a year in capital projects in the region, creating more high-tech and diverse jobs every year. West Sussex Growers’ Association is an active partner with Coast to Capital and fully supports its initiatives to drive forward business and socio-economic development in the region. We look forward to working even more closely together in the future.”*

**John Hall** MBA MI Hort  
West Sussex Growers Association

# CONNECTING FUTURES

Our research and technology future will rest in large part on connected digital technologies, particularly when the Creative Digital and IT sector is one of our fastest growing sectors. To create that future we need skills and consistently fast broadband. Our approach ensures that businesses of any size can reliably connect to the world, and can get the support they need to build a consistently innovative region that can compete with the best clusters in the world.





*“Lloyds Banking Group is committed to helping Britain prosper. We welcome the initiative shown by Coast to Capital in boosting businesses and creating opportunities for people in their area. As a UK retail and commercial bank, we stand ready to play our part – from helping first time buyers, to delivering key infrastructure projects.”*

**Harry Singh**

Chairman, Executive Committee South East Region  
Lloyds Bank

**Ultrafast**

Our infrastructure does not just need to meet the needs of 2014. It needs to be future proofed against technological advances for the next 10 years, if we are to be the first to come up with the new tools that fast infrastructure enables.

In the same way that we want Gatwick to be an international class business airport, we want our firms to have international class digital connections. 100MB/s connections upstream and downstream will enable ultrafast connectivity to partners and the world. We will support business clusters which want to put in place their own ultrafast infrastructure.

**Mobile**

We want to get ahead and be pioneers in the next generation of digital connections. With five other Local Enterprise Partnerships, we will work with the national 5G Innovation Centre at the University of Surrey to make sure that we are able to roll out and take advantage of the very latest mobile technologies. We will give businesses in the region access to the 5G test-bed at Surrey, a unique business advantage.

**No constraints**

We will put infrastructure in place, but for some businesses the barriers to going digital are in their heads. We will promote a campaign to raise awareness of the opportunity, and provide support to businesses who want to make better use of digital technology. We will create a marketplace for digital support businesses, and encourage peer-to-peer networks among businesses that are discovering how they can make the most of digital.

# CONNECTING EVERYONE

Economic growth will not be sustainable unless it creates an inclusive society. We need to use the skills and resources of everyone in our community and connect businesses to higher education. We will work with employers and colleges to create pathways into work for young people, and routes back to the workforce for those currently out of it.





### Disappearing skills

Many people in the south-east have high levels of skills, and our excellent universities and colleges are producing skilled school and university leavers every year. However, we lose too many of these potentially highly productive workers either permanently, or to London every morning. If we could retain their skills in our area, we could support employment growth and build the business and technology capacity of our region.

*“The third sector is an important, often underestimated, part of the economic picture, and has the potential to contribute much more to growth and jobs. Through Coast to Capital we can forge new cross-sector activity to realise that potential, for the benefit of everyone in the region.”*

**Kathy Atkinson**  
Chief Executive, Raise

### Looking for growth with one hand tied

In our region, as in the rest of the UK, the skills and entrepreneurial talent of women are underused. Women start fewer businesses, and are under-represented in the workforce. If across the UK we equalised the rate at which men and women started businesses, we would see a million new women entrepreneurs. If we equalised their participation in the workforce, we could add ten per cent to GDP by 2030. We will be working with voluntary and community groups, as well as business, to support female workforce participation and entrepreneurship by increasing skills and reducing barriers.

### Priority skills

We can't afford to lose any of the young people in our region. We'll make sure every one gets the right start to their working lives, promoting entrepreneurship, science and technology subjects and the skills that businesses need now and into the future. A new initiative will ensure that every young person has access to apprenticeships, training or placements that they need to make a successful start on their career.

### Skills pathways

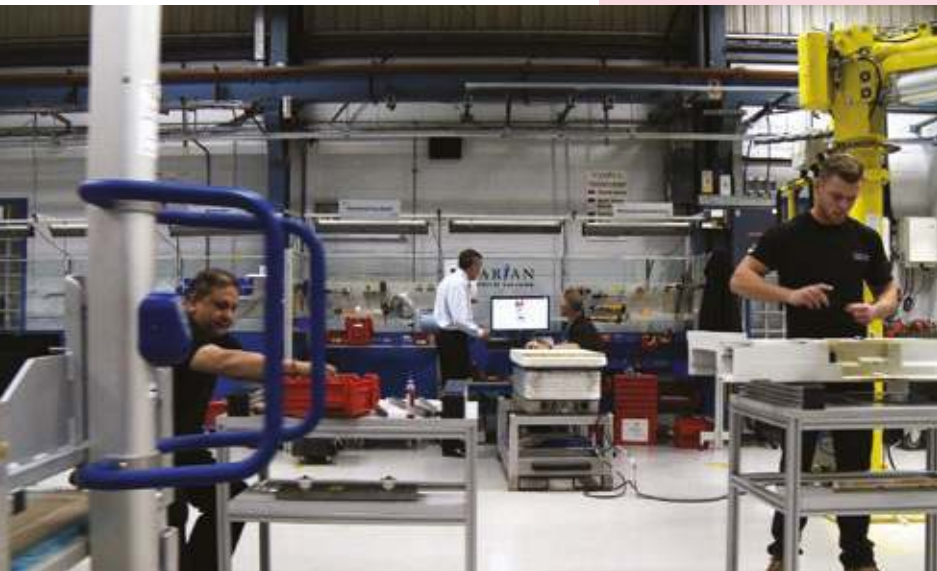
Businesses are at the heart of our skills plan. We will bring together national and local initiatives, and business and third sector partners, to create a single skills pathway. This will include improved guidance for employers and learners and working with schools to provide children with entrepreneurial capital, so they have the desire to start businesses. We will support businesses in developing their staff, both at entry level and into the higher management and technical skills that will be needed by our future competitive advantage areas.

### Reaching everyone

We will work with employers in our key sectors and local partners to develop online routes to employment for those out of work. Combined with our skills packages, this will support people to employment or entrepreneurship. Our connected approach to skills, that works with employers to define what is needed, can break the short-term job cycle, and encourage people to take jobs with greater responsibility or even start their own business.

# CONNECTING PARTNERS





## Deciding together

The Coast to Capital Local Economic Partnership has business people and councils on it. It is chaired by a businessman, John Peel OBE, who was Managing Director of Varian Medical Systems UK for eighteen years.

It makes the decisions about the overall strategy, and where we should be seeking and allocating funding.

All the councils across the region meet separately in the Local Authority Joint Committee, to agree the Strategic Economic Plan.

## Delivering locally

Various local or specialist groups, like the Greater Brighton Economic Board, Area Partnerships and the Local Transport Body make things happen in accordance with the plan. They use their own resources and money from central government and elsewhere, to deliver the improvements we want to see.

## Get involved

Business leads the partnership, but we need every business and organisation in the region to take part. We have two Forum meetings a year, and many other opportunities to get involved with our programmes and activities.

Contact us through the website [www.coast2capital.org.uk](http://www.coast2capital.org.uk).

*“Much of Worthing’s and Adur’s prosperity for over 5,000 years has been based on applying the scientific knowledge of the day with local entrepreneurship to create technologies and prosperity. So science, technology and creative thinking have long been in our DNA.”*

**Alex Bailey**  
CEO  
Adur and Worthing Councils

# TABLE OF PROPOSED INVESTMENT

Subject to negotiation  
and agreement with  
Government



Strategic priority	TOTAL					Jobs	Homes	SQM
	Pub/Oth (£)	Priv (£)	LGF (£)	ESIF (£)	Total (£)			
Priority areas (excl. transport)	234,350,480	1,914,162,289	149,846,900	-	2,298,359,669	44,169	18,584	806,177
Priority areas – transport	61,176,000	82,085,000	303,447,000	-	446,708,000			
Successful businesses	14,650,754	36,044,334	28,280,000	8,534,034	87,509,122	5,946	-	45,867
Building competitiveness	96,870,584	35,190,000	19,250,772	23,275,149	174,586,505	2,067	160	15,500
Skills and Workforce	35,146,887	7,470,000	7,254,000	27,946,887	77,817,774	7,254	-	-
Growth is Digital	17,375,000	20,701,000	3,350,000	500,000	41,926,000	200	-	-
Housing	54,280,381	655,274,000	48,443,000	-	757,997,381	2,052	7,331	103,167
<b>TOTAL</b>	<b>513,850,086</b>	<b>2,750,926,623</b>	<b>559,871,672</b>	<b>60,256,070</b>	<b>3,884,904,451</b>	<b>61,688</b>	<b>26,075</b>	<b>970,711</b>
Croydon Transport schemes	36,550,000	26,350,000	45,700,000		108,600,000	550	1,303	-
Skills Capital	to be confirmed	to be confirmed	61,000,000	-	61,000,000			



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