

COAST TO CAPITAL LOCAL GROWTH FUND OUTLINE BUSINESS CASE

| | |
|------------------------------------|--|
| Project Title: | Crawley Growth Programme - Realising Sustainable Urban Regeneration and Growth in the Economy of Crawley |
| Lead delivery organisation: | WSCC (in partnership with CBC) |
| Lead contact name: | Duncan Barratt (WSCC) / Clem Smith (CBC) |
| Version No: | 1.4 |
| Issue Date: | 4th July 2017 |

This document provides a template for an Outline Business Case (OBC) in support of Coast to Capital's investment in a project to be funded through the Local Growth Fund.

The main purpose of the OBC is to put forward the case for change and the preferred way forward identified in an internal Strategic Outline Case (SOC); which establishes the option which optimises value for money; outlines the deal and assesses affordability; and demonstrates that the proposed scheme is deliverable.

In practice, you will find this entails updating the strategic case; undertaking investment appraisal within the economic case; and completing the commercial, financial and management cases, with supporting benefits and risk registers.

Please note that this template is for guidance purposes only and should be completed in accordance with any guidance issued by Coast to Capital and the guidelines laid down in HM Treasury's Green Book which can be found at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/220541/green_book_complete.pdf

The OBC should cover the 5 cases – the Strategic case, the Economic case, the Commercial case, the Financial case and the Management case.

The amount of work and detail put in to a Business Case should be proportionate to the scale of the project or programme, and the expenditure involved.

Coast to Capital Disclaimer

There shall be no expectation of grant payment unless and until a funding agreement is signed by both parties. All the Applicant's costs and charges incurred as a result of making this outline application shall be for the Applicant's account and cannot be claimed as part of the project except where feasibility funding has been prior awarded.

1. Executive Summary

1.2) Overview of the project including what opportunity or barrier the investment will unlock:

This is the business case for the Crawley Growth programme – a proposed investment package of infrastructure improvements and physical regeneration, which will tackle clear and present threats to Crawley's economic output and sustainable growth, ensuring that Crawley can generate significant numbers of new homes & jobs and expand its role as a major engine for the Coast to Capital economy.

Our principal strategic objective is to create the viability conditions for regeneration sites in Crawley Town Centre and Manor Royal to deliver the sustainable growth of Crawley's economy and community.

Crawley is unique in the south east of England for having such a high concentration of employment – in fact Crawley has the second highest job density in the country outside central London – an extraordinary achievement, which underlines the substantial gravitational pull of Crawley's economy.

A key reason for this is the presence of Manor Royal, one of the largest business districts in the country, accommodating over 500 businesses, 30,000+ jobs, 8 million square feet of commercial space and an array of large blue chip companies—including Virgin Atlantic, Doosan, CGG, Thales, Elekta and Varian. Moreover, Gatwick Airport has also grown rapidly and accommodates 23,800 jobs on site. A recent study of the Airport's economic impact reveals a further 8,300 jobs indirectly present due to the Airport.

Crawley is a hugely successful employment hub that contributes massively to the economy of the Coast to Capital area with a total economic output per annum estimated at over £5.5 billion. Whilst occupying just 2% of the land mass of West Sussex, Crawley contributes 25% of the County's GVA economic output. Despite being relatively small geographically, Crawley is characterised by a significant concentration of high value and quality employment to the extent that Crawley is in the top 10 of the most productive local economies in the UK – averaging £57,200 per worker per annum of output, significantly above the average in the Coast to Capital area and nationally.

Crawley has superb potential to deliver significant increases in homes, business and jobs growth and the area continues to demonstrate an excellent track record in growth delivery. Since 2013 the number of jobs in Crawley has risen by over 10% to 98,000, which is one of the best performances of any area in south east England and almost double the national average jobs growth (5.12%). Crawley has also seen its rate of business start-up increase by 29% since 2013. The number of residential units in Crawley town centre has doubled from 219 in 2014 to over 500 now – thanks to the momentum created by Crawley's Town Centre Regeneration programme. The Forge Wood development is in the process of building out 1,900 new homes and a brand new neighbourhood for Crawley.

However, Crawley's growth success has also triggered major threats to its sustainability, which if left unchecked and not addressed as a matter of urgency, will not only prevent further high value business and homes growth but will ultimately pose a serious existential threat to Crawley's current high value business and jobs base and its role as a major engine for economic output in the Coast to Capital area.

To tackle these threats and inject further impetus into Crawley's growth, we are seeking a Local Growth Fund contribution of £14.6 million to an infrastructure and regeneration investment package of £60 million so that a multi-agency partnership, led by West Sussex County Council, Crawley Borough Council and the Manor Royal BID, can deliver the following in the area:

1. Sustainable transport infrastructure and highway upgrades to boost overall transport capacity and enable significant modal shift from car usage to bus, rail, cycling and walking alternatives.
2. Public realm transformation in Crawley town centre and in Manor Royal to upgrade the quality of the living environment and business environment and so attract higher quality new jobs / homes.
3. Major inter-modal connectivity enhancements at Crawley's 3 railway stations – Crawley, Three Bridges and Gatwick. This will greatly facilitate commuter access to Manor Royal and the town centre via sustainable transport connections.
4. A catalyst for significant new Grade A commercial office space in the town centre's "Eastern

Gateway” and for a new town centre business and jobs growth hub.

The above Crawley Growth programme delivery will unlock £750 million of investment in new homes, jobs and commercial space on regeneration sites across Manor Royal and Crawley Town Centre. This includes £75 million of investment from Arora in a brand new railway station and 308 new high quality apartments at Station Gateway. A full breakdown of estimated site investments is in Sections 3.9 and 5.1.

The threats that our Crawley Growth programme will tackle are explained below along with further information on our programme schemes, which we propose are co-financed by the Local Growth Fund:

1. Traffic Congestion and a deteriorating business environment in Manor Royal

Crawley attracts over 43,000 commuters every day – the highest volume in any area in south east England outside London. Over 80% come in by car. 17% of the 30,000 employees in Manor Royal live within a 15 minute walk and yet just 5% walk to work. 50% of employees live within a 30 minute cycle ride and yet only 3% cycle to work. The large volume of cars has created major congestion bottle necks, particularly in Manor Royal and significant diesel engine pollution (Crawley Avenue and the Hazelwick roundabout is designated an “Air Quality Management Area”). An extensive Manor Royal BID survey highlights that businesses consider congestion and a poor quality business environment as being the most important issues impeding business and jobs growth in Manor Royal.

This is a major viability challenge for Manor Royal site developers who would like to achieve fully occupied brand new Grade A commercial space and high value business / jobs investment.

Our Crawley Growth programme will boost overall transport capacity into Manor Royal / Crawley by:

- I) Upgrading and enhancing cycle routes across Manor Royal, creating a good quality cycle network within the Business district and significantly improving cycle routes between Manor Royal, Gatwick and Three Bridges rail stations to facilitate commuter access.
- II) Delivering major upgrades to bus route infrastructure to improve significantly the quality, reliability, efficiency and productivity of the commuter experience on the bus routes linking Manor Royal to Three Bridges and Gatwick rail stations and the town centre. This will include a new bus lane, 5 additional bus shelters, installation / upgrades of Real Time Passenger Information across 33 bus shelters in Manor Royal and major investment by Metrobus in the bus fleet. The investment in new bus shelters will include access to WI-FI and USB charging points.
- III) Achieving improvements to key highways junctions and roundabouts along Gatwick Road and London Road, the two arterial routes into Manor Royal, in order to overcome these congestion bottle necks and greatly improve traffic flows.
- IV) Enhancing markedly the quality of pedestrian routes and the business environment in priority zones of Manor Royal, where there is the greatest need (as identified by the Manor Royal BID) and the greatest potential for new investment in commercial space and jobs growth.

By transforming the business environment and greatly improving transport capacity our programme will enable the development of 101,877 square metres (over 1 million square feet) of new commercial space on 12 key regeneration sites across Manor Royal by 2030, which will yield over 5,000 additional jobs.

2. A lack of diversity in Crawley Town Centre, which prevents a sustainable future

Crawley town centre has still nowhere near the critical mass of new residential development required to establish a new town centre neighbourhood, which will drive town centre footfall and sustainable growth. The living environment in the town centre is outdated, of poor quality and car infrastructure dominated, which is a real disincentive to higher quality residential development. Crawley town centre is also faced with a significant shortage of available modern Grade A commercial space, which is a major obstacle to the expansion of the town centre’s cluster of professional and financial services businesses and therefore the town centre’s daytime footfall and spending power. The town centre’s principal regeneration sites are situated on the periphery of the town centre and suffer severance from the town centre core because of the ring of car dominated infrastructure, which is mostly dual carriageway.

The Crawley Growth programme will invest in major public realm, pedestrian and cycle route improvements in the town centre as well as a brand new Crawley railway station and an upgraded bus station to transform the living / business environment and strengthen greatly sustainable transport connectivity between the town centre’s core and its regeneration sites. These investments are crucial to

the viability of the town centre's regeneration opportunity sites – Station Gateway, Telford Place, County Buildings and the Town Hall – and will unlock the successful delivery of 1,000 additional residential units, 225,000 square feet of Grade A commercial space (21,000 square metres) and 1,500 jobs. These interventions will act as a catalyst for significant new Grade A commercial office space in the town centre's "Eastern Gateway", and for a new town centre business and jobs growth hub. West Sussex County Council and programme partners will pursue options to acquire available vacant commercial space with a view to transforming that into Grade A state of the art small business space, to attract a major new influx of small businesses and jobs into Crawley town centre. This acquisition would also stimulate larger commercial space development in the Eastern Gateway of the town centre on the Town Hall and County Buildings sites.

The interventions will also complement the aspirations of the soon to be merged Crawley College and strengthen links with business. The Station Gateway site already has outline planning permission for 308 high quality flats and a brand new railway station, however the developer's own viability assessment, examined by an independent District Valuer, makes it very clear that this regeneration scheme would not be commercially viable and would not happen without Local Growth Fund investment.

3. Over Reliance on Car Travel and outdated Car Dominated Infrastructure

Over 80% of the 43,000 commuters that come into Crawley every day do so by car. One of the reasons why this level is so high is due to the inadequate inter-modal sustainable transport connections at Crawley's 3 railway stations (Crawley, Three Bridges, Gatwick) as well as the poor quality urban environment, which is car dominated and extremely unfriendly to pedestrians and cyclists.

Our Crawley Growth programme will implement infrastructure improvements and physical regeneration at the three railway stations (Three Bridges, Gatwick, Crawley) in order to enhance greatly rail user connectivity to the buses and to cycle and pedestrian routes. We will transform the public realm environment in order to enhance the quality and reliability of the commuter experience in transferring from rail onto buses and cycle / pedestrian routes to take them to work at Manor Royal or in Crawley Town Centre. These improvements will include:

- I) For Three Bridges station - a brand new station forecourt, new, relocated bus shelters, which connect better with the station and greatly improved cycle route connections, a new taxi rank, waiting area and car drop off, highway junction traffic light upgrades and a brand new "eastern access" to the station comprising a vehicle drop-off point and pedestrian access to platform 5;
- II) For Crawley station – a brand new railway station, a new station plaza, cycle and pedestrian crossings and traffic calming to overcome severance between Crawley station and the town centre core and a new taxi rank, waiting area, turning point and vehicle drop off point.
- III) For Gatwick station - new lifts to facilitate commuter access from the railway station / airport to the local buses into Manor Royal / Crawley, a new covered walkway for those commuters, a refurbished underpass and upgraded bus shelters with WI-FI and USB connections.

Realising the excellent growth potential in Crawley is recognised as a Local Enterprise Partnership priority in the Strategic Economic Plan and accordingly £17.7m of LGF has been allocated by the LEP.

Crawley's LGF Phase 1 is already approved and consists of:

- £1.5m spent on the regeneration of Queens Square that will complete very shortly.
- £1.587m that has been allocated to initial real time passenger information and traffic signal enhancements – these works will complete in 2017/18.

The remaining £14.6m was identified as Phase 2 with a spend profile through to the end of 2020/21 and that allocation is the subject of this Crawley Growth programme business case.

This business case brings together proposed delivery schemes, across a wide range of public and private sector partners to ensure that significant investment (including the Phase 1 & 2 LGF investment) is aligned to maximise growth outcomes in Crawley. There are a number of private sector funded scheme interventions with a combined total value of £24m, which will form an integral part of the Crawley Growth programme, as follows;

- I) A major contribution to Public realm enhancements, new station infrastructure and highway

- improvement / traffic calming, linking Station Gateway to Crawley Town Centre (Arora);
- II) Investment in upgrades to the bus fleet of routes serving Manor Royal, Gatwick- Three bridges – Crawley railway station and Crawley town centre and Gatwick bus station; (Metrobus)
- III) Investment in improving inter-modal connectivity for commuters and the quality of the commuter experience between Gatwick railway station / airport and the bus stops; (Gatwick Airport Ltd)
- IV) Major highways improvement works at 3 roundabouts along Gatwick Road (Manor Royal, Fleming Way and the Beehive) to improve traffic flows and overcome congestion bottlenecks into Manor Royal (Surrey County Council as Nexus site developer, Northwood Park developer).
- V) New and upgraded cycle routes connecting Three Bridges station and the new Forge Wood neighbourhood to Manor Royal and contributions to bus shelter upgrades at Three bridges station (Forge Wood developers – Taylor Wimpey and Persimmon).

The Local Growth Fund investment of £14.6 million will enable delivery of the Crawley Growth programme and the achievement of the following targets set out in the table below. These include proposed total contractual targets from across the programme in addition to extra “stretch” targets, which we believe are achievable subject to broader economic performance over the period to 2030:

| <i>LEP Commitment</i> | <i>WSCC / CBC commitment (contractual)</i> | <i>Stretch Target (non contractual)</i> |
|--|--|--|
| <ul style="list-style-type: none"> £14.6m LGF | <ul style="list-style-type: none"> Programme delivery exceeding £30m of public funds . 1,000 new homes in Crawley by 2030 135,000sqm of new Grade A commercial space within Crawley by 2030 | <ul style="list-style-type: none"> Programme delivery exceeding £60m of investment 2,000 new homes in Crawley by 2030 200,000sqm of new grade A commercial space in Crawley by 2030 |

The Crawley Growth Programme advocates a “stretch” target in terms of the growth in the number of households in the Town Centre from 219 in 2014 to over 2,500 in 2030 – an increase of over 900% and a doubling of the number of units identified in Crawley’s adopted Local Plan.

The maximum cumulative growth forecast from the commercial space outcomes in Manor Royal and Crawley Town Centre represents a “stretch” target of up to 200,000sqm of additional commercial floorspace, 11,000 additional jobs and up to an additional £629m per annum of economic output (11,000 jobs @ £57,200 per job – average productivity per Crawley based worker).

1.3) Please choose the theme in which the LGF funding will invest in directly (please choose only one main theme of relevance)

| | |
|--------------------------|-------------------------------------|
| Infrastructure | <input type="checkbox"/> |
| Housing and Regeneration | <input checked="" type="checkbox"/> |
| Skills and workforce | <input type="checkbox"/> |
| Business and Enterprise | <input type="checkbox"/> |

1.4) The fit with the Strategic Economic Plan and Devolution Deals

The Coast to Capital Strategic Economic Plan (SEP) identifies Crawley as a Strategic Growth Location at the Heart of the Gatwick Diamond. It emphasises that there are ‘substantial opportunities to boost employment rates ... in Crawley’ (page 34). Crawley and Manor Royal are identified as part of the LEP’s ‘spatial priorities’ in the context of the Gatwick Diamond (page 46). Crawley town is also described as performing a ‘unique economic function in the Gatwick Diamond’ (page 56).

Crawley Town Centre regeneration and expansion is identified as a priority scheme by the LEP SEP (page 57) stating ‘With co-investment from the Local Growth Fund we will unblock and bring forward developments, enable commercial and employment growth and provision of new homes’.

The following key schemes are highlighted in the SEP (page 57) and the Crawley Growth Programme will contribute directly to the delivery of each:

- ‘Station Gateway’ (see town centre map – Appendix D) - a key intervention to improve station facilities, deliver retail space and mixed residential /office development’ – this will be a major part of the Growth Programme, which will enable the reconfiguration of the surrounding area between station, bus station and town centre to upgrade the sustainable transport infrastructure, strengthen pedestrian and cyclist connectivity and improve significantly the living environment.
- ‘Enable five opportunity sites for mixed residential, leisure and retail development’ – as well as the Station Gateway site the Crawley Growth Programme in the town centre will include a key focus on the ‘Eastern Gateway’ (see map - Appendix D) to the town centre delivering public realm / sustainable transport infrastructure upgrades to help unlock new homes and jobs on 3 key sites: the Town Hall and environs, County Buildings and Telford Place.
- ‘Environmental improvements, upgrade and address a deteriorated and unattractive centre, enhancing the offer for investor and occupiers’ – following on from the regeneration of Queens Square, the Growth Programme will invest resources, combining public and private developer funds to deliver further phases of public realm transformation, focussing on Queensway, The Pavement, The Martletts, connector streets linking to Queens Square, Eastern Gateway and Station Gateway. These are key areas requiring environmental improvements to support retail, commercial and residential development
- ‘Support refurbishment, modernisation and improvement of tired premises and existing buildings’ – our Growth Programme reflects and promotes opportunities at key identified sites, for example the Town Hall and County Buildings, but also enables further opportunities to be taken in the future as they arise to establish good quality modern commercial space – a number of these are actively being progressed to unlock investment in new Grade A commercial space and this includes the potential to acquire vacant commercial space to transform that into state of the art new small business space.
- “Improve transport infrastructure to allow significant development of new employment and housing sites” – the Growth Programme focus on Manor Royal will support investment in sustainable transport infrastructure and the business environment in order to enhance existing prime employment locations and to secure commercial development and additional jobs / GVA on available regeneration sites (section 3.9 lists them), some of which already have planning permission that takes into account the prospect of Crawley Growth programme investment in improving overall transport capacity into Manor Royal. The importance of unlocking commercial space and jobs in Manor Royal to help “boost employment rates in Crawley” is emphasised as follows in the SEP, to which our Growth Programme will respond:
 - “Gatwick Road Improvements” that “support the attractiveness of Manor Royal to existing and potential employers and investors” – we will combine private developer contributions with Local Growth Fund and other private investments (e.g. Metrobus) to upgrade the quality of sustainable transport infrastructure along Gatwick Road as well as the quality of the business environment. In so doing this investment will play a crucial role in realising commercial space development and inward investment on key sites along Gatwick Road such as Nexus, Northwood Park and Churchill Court.
 - Gateway Improvements to the key road interchanges at the entrance/exit points – we will combine private developer contributions, Manor Royal BID funding and Local Growth Fund to boost the quality of the business environment, the efficiency of traffic flows and the quality of sustainable transport infrastructure at key entrance / exit points including Gateway 1 roundabout Gatwick Road, Gateway 3 roundabout London Road and the Manor Royal / London Road junction.

The Crawley Growth Programme supports key devolution priorities identified by the 3 Southern Counties and accordingly will:

- Deliver housing in excess of Local Plan requirements
- Deliver additional high value jobs and retain existing jobs
- Support the development of a skilled local population
- Deliver key infrastructure
- Focus transport improvements on sustainable modes

1.5) Expected Total Project Cost and source of funding. Please also complete the funding breakdown tab on the supporting spreadsheet.

| | Amount | % of Total Cost | Comment |
|--|-----------------|-----------------|---|
| Total Project Cost | £60.700m | 100% | |
| Applicant own funds | £9.68m | | |
| Other public funds | £9.27m | | CBC, S106 & CIL |
| Private sector funds | £24.05m | | GAL, Metrobus & Manor Royal BID, Developer Schemes |
| Funding requested from Coast to Capital LEP | £14.64m | | |
| Funding already committed by Coast to Capital LEP | £3.09 | | |

1.6) Expected tangible core outputs/outcomes: Please also complete the outputs tab of the supporting spreadsheet

| Output/outcome | Metric | Number to be delivered |
|---|------------------|--|
| Employment- created and/or safeguarded | No. | 7,000 jobs; Stretch target of Up to 11,000 new jobs. |
| Businesses assisted- financial and non- financial | No. | |
| Skills- new learners and/or apprentices | No. | |
| New housing unit completions | Units | 1,000 new residential units in Crawley Town centre, stretch target of up to 2,000 |
| New floor space constructed/refurbished- learning | Sq mtr | |
| New floor space constructed/Refurbished- Commercial | Sq mtr | 135,000 square metres of new commercial floor space and a stretch target of up to 200,000 |
| Length of new roads/cycle ways | km | |
| Improvement to journey times | Minutes per mile | |
| Carbon reduction | Tonnes of CO2 | |

1.7) Main risks and issues the project will need to manage? A full risk register will also need to be submitted as an annex.

Key risks include –

- Alignment of resources across a number of partners and the responsibilities for delivery of individual schemes within the Growth programme is likely to be split. At the same time the lead partner (WSCC) will ensure accountability for the whole programme – this is achieved and the risk minimised by formal arrangements being developed with key partners. – e.g through a partnership agreement. In addition, the Crawley Growth Deal represents a commitment by WSCC and CBC to work together to align resources.
- Procurement and delivery – this is a significant programme and the development and delivery of proposals will require significant effort and staff resource – this risk is minimised through the involvement of a number of partners who will take responsibility for the delivery of individual projects. Procurement processes will be implemented in accordance with the established policies of the individual partner organisations responsible for contracting the delivery of a scheme. Public / EU procurement rules will be followed and close working with the procurement teams across each authority will ensure that is achieved.
- Budget overspends – each individual regeneration scheme or cluster of schemes which feature as part of the Crawley Growth programme will be carefully costed by design experts and in conjunction with authority finance officers and all cost estimates will comprise an “optimism bias” in order to factor in contingencies. There will be regular finance monitoring as part of the quarterly claim reporting process, which will identify any emerging budget pressures and provide an opportunity for remedial action.
- Growth programme – scheme delivery time overruns – each individual regeneration scheme will adhere to a strict project delivery schedule and plan - mapped out in accordance with RIBA stage standards. Individual schemes will comprise designated project sponsors at a more senior level and project leads, who will report on progress to a Programme Delivery Team on a monthly basis. This regular monitoring of

2. The Strategic Case

2.1) Describe the compelling case for change. Detail the problem or opportunity the project is intended to address, in terms of market failure or demand and the contribution the project will make to the delivery of the Coast to Capital Strategic Economic Plan and any other relevant plans and strategies. Why public funding is required?

The principal strategic objective of the Crawley Growth Programme is to create the viability conditions for regeneration sites in Crawley Town Centre and Manor Royal to deliver the sustainable growth of Crawley's economy and community. Our programme targets and stretch targets are as follows:

| LEP Commitment | WSCC / CBC commitment (contractual) | Stretch Target (non contractual) |
|--|---|---|
| <ul style="list-style-type: none"> £14.6m LGF | <ul style="list-style-type: none"> Programme delivery exceeding £30m value of public funds. 1,000 additional new homes in Crawley Town by 2030 135,000sqm of new Grade A commercial space within Crawley by 2030 | <ul style="list-style-type: none"> Programme delivery exceeding £60m of investment 2,000 additional new homes in Crawley by 2030 200,000sqm of new grade A commercial space in Crawley by 2030 |

Our project will maximise the delivery of homes, commercial space, jobs and GVA growth on sites in Crawley, unlocking sites which would not otherwise be delivered and supporting viability to ensure that new development is sustainable and is supported by a high quality environment.

In excess of £60m of Local Growth Fund and match funding resources will be invested into a programme of proposals that support and maximise growth at key locations in Crawley Town Centre and the Manor Royal Business District. The proposals will:

- Ensure that the required level and quality of commercial space is provided to support the realisation of a significant jobs and GVA growth opportunity
- Undertake the acquisition of available vacant commercial office space to transform into modern state of the art Grade A business space for small businesses.
- Maximise the ability to intensify high value commercial space and jobs within the Manor Royal business district.
- Drive the delivery of the right homes in the right locations within the Town Centre
- Improve transport options to enhance connectivity, safeguard existing jobs, boost sustainable commuting and create the right commercial, environmental and economic conditions for developers, working with Borough and County officer teams, to deliver site regeneration and sustainable growth.
- Create high quality public realm and strengthen sustainable transport infrastructure (bus lanes / shelters, cycle routes, pedestrian routes) in order to boost higher value residential and commercial space investment and integrate new development within the Town Centre and Manor Royal improving the attractiveness and marketability of schemes.

Local Growth Fund financial intervention is absolutely vital so as to ensure that Crawley's excellent potential for significant sustainable growth is not stifled and lost – which is a real threat as explained below.

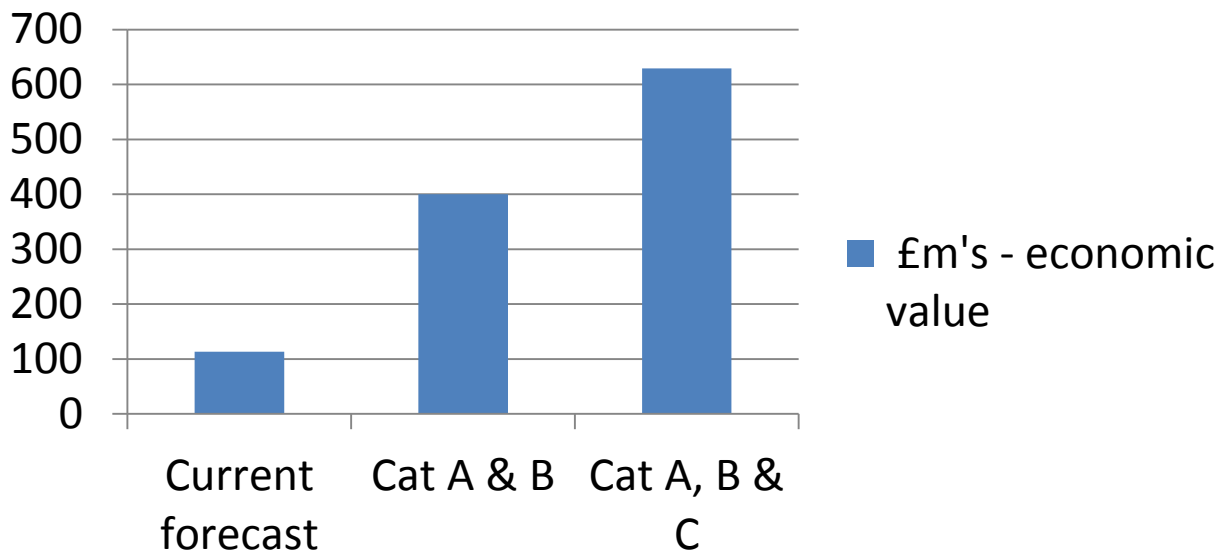
Crawley is a major powerhouse of jobs, businesses and economic output, not only in West Sussex and for the Coast to Capital area but also for the South East region as a whole. Despite being just 2% of the land mass of West Sussex, Crawley produces 25% of West Sussex County's economic output. With over 98,000 jobs in the Borough, Crawley has the second highest job density in the entire country outside central London. This is not simply due to the presence of Gatwick Airport, the busiest single runway airport in the world, which accommodates 23,800 jobs on its campus site, it is also as a consequence of the presence of Manor Royal – one of the largest business districts in the South East, 240 hectares in size comprising over 8 million square feet of commercial space, 500 businesses and over 30,000 jobs.

The opportunity to enhance and maximise Crawley's massive contribution to economic output is unique in the South East region – other areas simply do not have the opportunity to support the levels of job density and the volume of business activity and economic output. Crawley is already in the top 10 of the most productive local economies in the UK – averaging £57,200 per worker per annum of output. It has the highest number of net in-commuters (24,000) of any local area across the South East outside London and a total of 43,000 people commute into Crawley borough every day. Crawley's Local Plan (adopted in December 2015) highlights that the number of jobs in Crawley has the potential to grow by a further 15,000 over the period to 2030, which would represent a 15% increase in the total number of jobs in Crawley – a fantastic achievable opportunity to make the area even more of an engine room for economic output and wealth creation and to boost the competitiveness of the Coast to Capital economy.

However, Crawley's severely constrained land supply means that there are virtually no opportunities for employment growth on new sites. The borough covers just 4,497ha, the majority of which is built up with the administrative boundary drawn tightly around the town itself. The only significant open area of land is in the north of the borough, between the town and Gatwick Airport, and this is heavily constrained by aircraft noise and is still required to be safeguarded for a potential future second runway. Therefore, any job growth to maximise Crawley's potential has to be generated by intensifying development within Manor Royal and town centre locations which currently suffer from dated and inadequate infrastructure.

The growth momentum in Crawley is not just forecast but is very real and current. Since 2013 the number of jobs in Crawley has risen by over 10% to 98,000, which is one of the best performances of any area in south east England and almost double the national average jobs growth (5.12%). Crawley recorded a 29% rise in business start-up rates in 2015, compared to the previous year. Initial indicators identify that there is potential over the next 3-5 years to deliver over three quarters of a million square feet (69,675sqm) of additional commercial space, the bulk of which would be in the Manor Royal business district but a significant element will also be in the Town Centre supporting the development of a diverse town centre where people live, work and play. With the support of investment in the Crawley Growth Programme we have identified that this opportunity can be doubled to 135,000sqm. A further review of existing lease arrangements within Manor Royal suggests that scope to intensify commercial space over the next 5 - 10 years could deliver an almost threefold increase totalling 200,000sqm. The increased number of jobs relating to each of these scenarios totals over 7,000 potentially increasing to 11,000. Assuming that current average outputs per worker per annum (£57,200) are sustained (an increase could reasonably be anticipated) this represents an increased economic output of between £400m and £629m per annum (11,000 jobs @ £57,200 per job). The table below illustrates the significant difference that the Crawley Growth programme could make to uplifting GVA growth, compared to the current baseline forecast.

£m's - economic value



Initial 5 year forecast – 69,675sqm, 1,982 jobs

Cat A & B (sites with planning permission or earmarked) – 135,000sqm, 7,036 jobs, £400m output

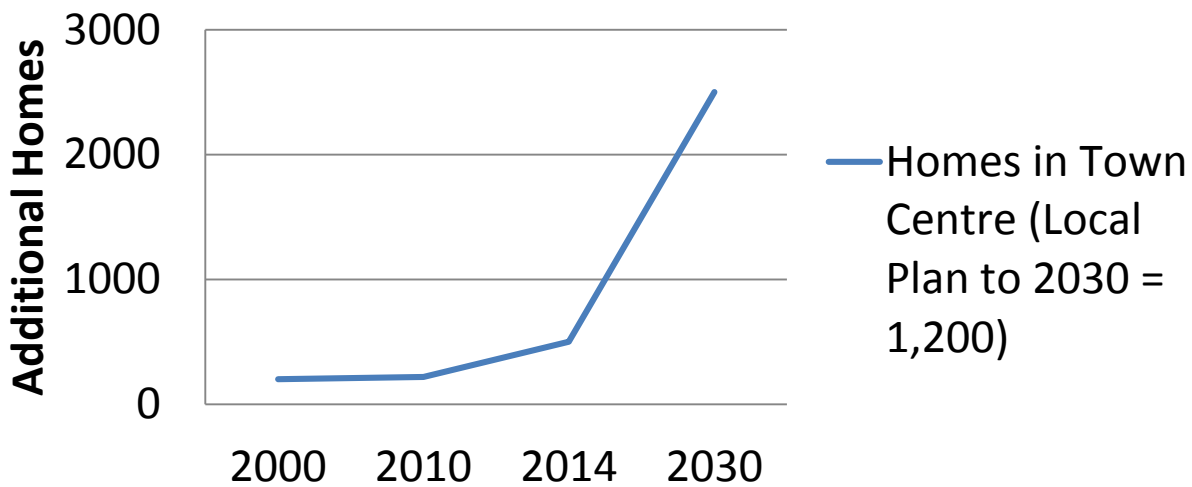
Cat A, B & C (including occupied sites ripe for job intensification) – 200,000sqm, 11,000 jobs, £629m output.

The intensification of the jobs and business base in Manor Royal and the ability to attract high value businesses and employers which generate much greater levels per capita of GVA is crucially dependent on the achievement of a high quality business environment and the necessary sustainable transport infrastructure capacity, quality and reliability to enable high job volumes. The growth programme will combine private sector investment with Local Growth Fund and local authority / S106 resources to improve significantly the quality of the business environment, creating the conditions for Grade A commercial space jobs investment. It will – subject to viability – also include the acquisition of vacant commercial office space in the heart of Crawley town centre to convert into state of the art Grade A small business space to attract an influx of business investment and jobs and catalyse other new Grade A commercial space developments in the Eastern Gateway.

There is also an opportunity to build on the major momentum behind residential development and growth in Crawley. Crawley's constrained land supply equally affects its ability to meet its housing need of over 10,000 dwellings. The adopted Local Plan identifies a supply-led position with sufficient sites to accommodate a minimum of 5,100 new residential units by 2030, 1,900 of which are being built out at Forge Wood – a brand new neighbourhood occupying the last remaining significant area of land suitable for housing within the borough. The Local Plan identifies the Town Centre as the other main focus for new housing, allocating over 1,000 units on redevelopment sites, and recognises that a pro-active approach needs to be taken to overcoming constraints and assessing all reasonable opportunities to secure more housing and reduce the level of unmet need.

As a New Town where residential uses and commercial uses were kept separate, Crawley Town Centre has not historically provided for local housing need. As recently as 2014 there were just 219 housing units within the town centre and this number had been static for a number of years. This figure has more than doubled, increasing to 500, in the last 3 years. It is anticipated that, with the support of investment in the Crawley Growth Programme to integrate developments successfully into the town centre, nearly 2,000 further residential units ("stretch target" double the Local Plan figure) can be delivered in and around Crawley Town Centre by 2030 (within the current local plan period). The table below illustrates:

Homes Growth Potential in Town Centre (Local Plan target to 2030 = 1,200)



Homes / residents in Crawley Town Centre – 2000 – 200
 Homes / residents in Crawley Town Centre – 2014 – 219
 Homes / residents in Crawley Town Centre – 2017 – 500
 Homes / residents in Crawley Town Centre - 2025 - 2500

Much of the residential development that has been achieved within the Town Centre since 2014 is due to permitted development rights. Whilst this increases residential units in the town centre it does not enable resources for infrastructure to be secured and hence leaves a deficit in funding available to support key improvements including necessary public realm enhancements. In addition, it means town centre homes are often being delivered at the expense of commercial space. The Crawley Growth Programme includes significant public sector investment, which also aims to lever in private investment to ensure that new, Grade A commercial space is delivered in the Town Centre, particularly within the key Eastern Gateway opportunity sites owned by the public sector at Crawley Town Hall and County Buildings. These sites are also included in the One Public Estate proposals that are currently being supported by the Local Government Association and the Cabinet Office. The Growth programme will also unlock £75 million of private investment from Arora in 308 new high quality apartments and a brand new railway station. The viability of the Station Gateway scheme depends on the LGF investment.

In short, Crawley is not only a hugely successful employment hub with its own economic centre of gravity, it also has superb potential to deliver significant increases in homes, business and jobs growth. However, the lack of available land means that this can primarily be achieved only through redevelopment and intensification of sites within the Town Centre and Manor Royal, where the ability for Crawley to deliver such greatly needed advances and growth is severely threatened by major infrastructural and urban environmental weaknesses. These affect the ability for Crawley to grow sustainably and will, if not addressed, not only prevent this growth potential from being realised but may well pose an existential threat to Crawley's existing high value business base. The erosion of such a critical mass of high value jobs away from the area would have significant adverse consequences for economic output levels for the Coast to Capital area as a whole.

The potential threats to growth in Crawley and how we aim to respond to such threats through the delivery of the Growth Programme can be summarised as follows:

| Threat | Evidence / Key Factors | Growth Programme response |
|--|--|---|
| Lack of diversity in the Town Centre – research by Centre for Cities identifies that declining retail is a symptom of an | Crawley originates as a New Town where housing was provided in neighbourhoods outside the Town | Improvements to the public realm, transport Infrastructure and the business / living environment will be a catalyst for Crawley's regeneration- this investment is crucial if Crawley town centre is going to |

| | | |
|--|---|---|
| <p>underperforming city centre and not the cause of it. If a centre lacks jobs, residents and / or leisure amenities (the primary city centre functions) then this will shrink the size of the market that retail (a secondary centre activity) can draw on. Policy makers must make centres that are attractive places for businesses to locate, by creating areas of sustainable employment and job quality. Successful centres include businesses located close together, with retail and entertainment close by, along with residential areas.</p> | <p>Centre.</p> <p>In the past there has been a clear indication from potential investors that the current lack of a high quality town centre environment has restricted development.</p> <p>Currently separated from the main retail area by a dual carriageway is the Central Sussex College that supports around 10,000 students. The College is currently concluding a merger with Chichester College which, it is anticipated, will consolidate the importance of this facility in Crawley, with an excellent opportunity to achieve the closer integration of the College with the town centre core.</p> <p>There is a real opportunity to develop the town to create a strong and diverse economy fit for the present and the future.</p> | <p>achieve balanced and sustainable growth, which overcomes the threat of slow retail decline by enhancing socio-economic diversity. These public realm and infrastructure improvements will enhance connectivity between the town centre's main regeneration sites and its core, reducing severance and providing modern facilities that will attract investment.</p> <p>The Growth Programme ensures that public and private sector investment is co-ordinated to maximise long term benefits. Local Growth Fund interventions in Crawley Town Centre (e.g. upgrading Crawley bus station) will play a crucial role in unlocking major private investment to key opportunity sites like Station Gateway, which will otherwise not be viable to progress. The Growth Programme co-ordinates plans and programmes of a range of key stakeholders to drive maximum cumulative benefits.</p> <p>The Growth Programme investment will play a huge role in unlocking £75m of private investment to transform the living and business environment at Station Gateway, which as a major point of entry into the town centre, will significantly boost footfall, economic activity and regeneration across the wider town centre.</p> <p>Proposals for Station Gateway will directly enable the delivery of 308 residential units and provide a new, 21st Century rail station and excellent links between the Station, County Mall and Queens Square.</p> <p>The Eastern Gateway completes the proposed Town Centre public realm and sustainable transport improvements. This scheme provides much stronger pedestrian and cyclist connectivity between commercial and residential development sites at the Town Hall and County Buildings to Queens Square, County Mall and the new rail station (delivered through the Station Gateway scheme). This improvement will also better link the Central Sussex College building, the Library and Telford Place, a proposed new residential development site, to the town centre core. The Eastern Gateway proposal also maximises the scope to boost student spend in Crawley, increasing footfall and economic activity by traffic calming, removing pedestrian barriers and enhancing pedestrian and cycling routes between the College and the town centre core. The Growth Programme co-ordinates plans and programmes implemented by a range of key stakeholders to drive jobs, homes and commercial space. In total the Eastern Gateway area is expected to generate 16,400sqm of high grade commercial space and</p> |
|--|---|---|

| | | | |
|--|--|--|--|
| | | over 600 new homes. | |
| <p>There is a real danger that Crawley town centre becomes merely a commuter dormitory with low daytime footfall. This is a real threat to the sustainability of the town centre economy. There is an urgent need to boost investment in town centre commercial space in order to attract higher value business sector jobs into the town centre to stimulate and sustain higher levels of spend and economic activity which will in turn drive the retail and evening economies in Crawley town centre.</p> | <p>A recent report by Graves Jenkins identifies that there is currently very limited Grade A commercial space in the Town Centre (almost non-existent') – as little as 4,777sqft. The report also identifies that vacancy rates are low reflecting the lack of supply.</p> <p>There is real opportunity to develop the town to create a strong and diverse economy fit for the present and the future.</p> | <p>The growth programme will invest in the direct delivery of commercial space at the Town Hall and County Buildings to create a new commercial quarter at the "Eastern Gateway" of the town centre. It will – subject to viability – invest in the acquisition of vacant commercial space to convert into state of the art business space.</p> <p>Our programme will also unlock business space at other town centre locations as well as ensuring that affordable homes form a real and viable part of the residential development and that the public realm improves connectivity and provides modern facilities that will attract investment.</p> <p>Improvements at Queens Square will complete in 2017. Funded by the LEP and WSCC these works demonstrate that by working in partnership, projects will be delivered. The improvements are already showing their value through a long term lease secured for 20 – 24 Queens Square that has resulted in the renovation of 1,858sqm of retail space, creating 30 jobs. The store opened in October 2016.</p> <p>Improvements to Queensway will commence in 2018, after the completion of the Queens Square works. The proposals, costing £2.2m, are currently being developed in detail following public consultation.</p> <p>Improvements in Queens Square and Queensway will support the opportunity to secure, possibly through acquisition, grade A commercial space in the town centre.</p> | |
| <p>Traffic and highway capacity – the volume of car traffic coming into Crawley places a severe strain on the transport infrastructure and, evidence shows, that this strain impacts on businesses wanting to invest in the area. Crawley is in the worst 10 urban areas in the country for CO2 emissions. Crawley has a designated Air Quality Management Area between Junction 10 of the M23 and the Manor Royal business district due to high NOx and particulate pollution levels.</p> | <p>Over 43,000 commute into Crawley every day – the highest number in the South East.</p> <p>80% of commuters come by car.</p> <p>A recent transport study commissioned by Manor Royal and undertaken by Steer Davies Gleave (SDG) identifies that in order to sustain existing businesses and secure significant growth in Manor Royal five key transport issues need to be addressed – parking; congestion; public transport</p> | <p>50% of Manor Royal employees live within a 30 minute cycling distance and 17% within a 15 minute walk. The Growth Programme will improve walking and cycling infrastructure throughout Manor Royal. The Manor Royal BID, will work with businesses to offer real incentives to walk and cycle to work. Our programme will invest in upgrading bus infrastructure to strengthen the quality, reliability, efficiency and productivity of the commuter experience using the buses. These upgrades will comprise new modern bus shelters, Real Time Passenger Information installed across Manor Royal and in key town centre locations and a new bus lane in Manor Royal. The overall aim is to ease parking and congestion issues and support sustainable growth. The proposals will also enhance the town centre bus station and hence provide a first class public transport interchange at the heart of the town. Just under 2m passengers used the rail station in 2015/16 and latest estimates indicate 4.3m per annum currently using the bus station</p> | |

| | | | |
|--|---|---|----------|
| | <p>infrastructure; walking and cycling infrastructure; and information and marketing.</p> <p>A report by Atkins identifies key town centre transport issues:- “The current layout, with dual carriageways bounding the town centre, create a car dominated space which can be intimidating for cyclists and pedestrians and reduces the attractiveness for people to access the town centre by sustainable modes. College Rd has been identified as particularly wide and the guard railings on the central reservation limit the freedom of movement for pedestrians and cyclists.</p> <p>The dual carriageway at Station Way creates a car dominated environment which, combined with the large buildings opposite the railway station, restricts the view from/to the main shopping area from/to the station.</p> <p>This does not provide a welcoming pedestrian environment for visitors entering Crawley and creates severance between the bus and rail stations, weakening this key public transport interchange.</p> <p>The general layout of the highway network and dominance of traffic through the town centre also creates an unfriendly cycle environment. Some on-road facilities have been provided but may be intimidating for</p> | <p>The excellent Fastway bus transit system already exists. Since its introduction overall bus usage has increased by 160% in 10 years with a corresponding reduction in traffic flows (between 2006 and 2013) of 19% - a significantly higher reduction than the 10% witnessed across West Sussex over the same period. Working with the major bus operator and other key partners the Growth Programme will secure further improvements to public transport provision and infrastructure in the area. This will include improvements to key interchanges at Crawley, Three Bridges and Gatwick rail stations which both serve Manor Royal; enabling digitally smart buses with points for all seats; reducing journey times for buses by enabling contactless payment; providing enhanced real time passenger information; enhancing waiting areas; providing bus priority in key locations. Every £1 invested in local bus measures can deliver up to £7 of net economic benefit. Estimates provided by the bus operator indicate that the measures included in the Growth Programme could save 136,000 hours on the bus network each year resulting in a value to passengers of around £2m per annum. A target to increase bus patronage by 3% by March 2019 will result in a significant reduction in car journeys per annum and enable a reduction in CO2 of over 1,330 tonnes.</p> <p>Previous investment in bus priority in Crawley, to deliver Fastway, provided a benefit cost ratio of 4.67:1.</p> <p>Proposals for Station Gateway and Eastern Gateway identified above improve connectivity for sustainable modes between commercial and residential proposals in the Town. The Growth programme will transform the car dominated highway infrastructure in the town centre by creating a new shared space with pedestrians and cyclists, uplifting the quality of the public realm along the Boulevard, College Road and Station Way and creating new pedestrian / cyclist Crossings to improve greatly connectivity between the town centre’s regeneration opportunity sites and the town centre core.</p> <p>The delivery of housing will support the availability of a local workforce – the Growth Programme identifies a “stretch target” commitment to support the delivery of 2,000 additional homes in Crawley Town Centre.</p> <p>A skills programme that enables local residents to secure high value jobs in Crawley – plans that will ensure that opportunities are available for Crawley residents to secure the training they need to secure jobs within the Borough.</p> | buses wi |
|--|---|---|----------|

| | | | |
|---|--|--|--|
| | inexperienced cyclists, and the off-road network is disjointed. | The Growth Programme will complement the delivery of schemes presented in the Crawley Employment and Skills Plan: a Town Centre Skills Academy; a Crawley Young Workers Scheme; and an Employ Crawley Service. Upskilling Crawley residents will enable more jobs in Crawley to be filled by Crawley residents reducing the level of in-commuting and enabling alternatives to the car to be a real option for a higher percentage of employees working in Crawley. | |
| Congested, unattractive and unsafe interchange at Three Bridges Station with road layout at the forecourt leading to the potential of cycle /pedestrian conflicts with cars, and unattractive and difficult to find interchange from Gatwick Station to buses and cycle routes | Both stations are the rail commuter entrances to Manor Royal and businesses have expressed concern about their poor quality. | <p>The Growth programme includes the Gatwick Bus Improvement project which will enhance access and facilities for bus patrons. It will also greatly improve the quality of the pedestrian links for commuters between Gatwick railway station, the airport and the local bus station at Gatwick. This will involve new lifts, a new covered pedestrian walkway and a refurbished underpass.</p> <p>The Crawley Growth programme supports the transformation of the public realm at the Three Bridges station forecourt as well as the creation of a new “eastern access” to the station for pedestrians and vehicles. It also upgrades the traffic lights system on the highway outside the Station to improve traffic flows and greatly improves cycle connections to the station via the Worth Park Avenue cycle scheme. These schemes form a package that will significantly strengthen sustainable transport connectivity for incoming commuters to Manor Royal and Crawley Town Centre.</p> | |
| <p>Availability of good quality commercial space - Crawley’s severely constrained land supply means there are virtually no opportunities for employment growth on new sites and job growth has to be generated by re-using existing sites and intensifying development within the existing Manor Royal and Town centre locations which are suffering from dated and overstretched infrastructure.</p> <p>Uncertainty over the expansion of Gatwick and the long term safeguarding of land</p> | <p>The Local Plan identifies the potential for job growth within Crawley and its constraints.</p> <p>The town centre issues are highlighted above.</p> <p>The SDG Transport report clearly identifies that infrastructure and transport issues could constrain growth at Manor Royal – whilst also highlighting the excellent sustainable transport base and opportunity that can be further exploited to secure growth.</p> | <p>The Growth Programme includes two key Town Centre opportunity sites owned by Crawley Borough Council (Town Hall) and West Sussex County Council (County Buildings). These sites are identified in the One Public Estate programme approved by the Cabinet Office.</p> <p>The proposed Crawley Growth Programme will deliver vitally needed improvements to the business environment, sustainable transport infrastructure and pedestrian / cyclist connectivity between the Town Hall / County Buildings and the town centre core. This will unlock the mixed use regeneration of these two sites, yielding 16,400sqm of new commercial space.</p> <p>The Growth Programme also includes funding that can be allocated to support the provision (potentially through acquisition and / or refurbishment existing stock) of Grade A commercial space.</p> | |

| | | |
|---|---|---|
| <p>between Gatwick Airport and Manor Royal in the northern part of Crawley restrict the availability of land and could restrict investment.</p> | <p>Two out of three Manor Royal companies surveyed believe traffic congestion is the biggest threat in Manor Royal to business / jobs growth. There is evidence that firms are holding off recruitment due to the inadequate transport and parking infrastructure in the Business District. There is also a real risk longer term that firms will leave Manor Royal if action is not taken to alleviate congestion.</p> <p>The Grave Jenkins Report indicates that there has been year on year reduction in built stock of office from 4.413 million sqft in 2005/06 to 3.757 million sqft in 2015/16. This has involved the disappearance of obsolete outdated office stock – the wrong type of supply. The report also highlights that demand for modern 21st century commercial space is high but there is insufficient stock to meet the demand.</p> | <p>The Growth Programme includes significant investment in a series of measures that will boost significantly the patronage of sustainable travel modes in Manor Royal, thus addressing the concerns of existing businesses and ensuring that highway capacity is available to support job intensification in the Business District.</p> <p>Significant scope remains to encourage businesses, their employees and local residents to make more frequent use of the sustainable transport access to work. The growth programme identifies how, through working with businesses, action will be taken to win over the “hearts and minds” of business employers and employees so that the benefits of infrastructure and service improvements are maximised. This will form a key part of the Manor Royal BID’s delivery programme for its second BID term.</p> <p>The growth programme also includes a number of measures that will raise the profile, publicity and awareness of sustainable transport modes to increase use of these modes and enable more growth to be secured within the capacity of the existing highway network.</p> |
|---|---|---|

Our growth programme will create the conditions for sustainable site regeneration by implementing a menu of focused and targeted improvements in Manor Royal and Crawley Town Centre. The programme is summarised below with further detail in Appendix A.

2.2) Investment Objectives- detail the specific objectives to achieve the anticipated outcomes. The objectives should be stated in clear and measurable terms with a specified time frame.

- I) Improve the living / business environment, implement traffic calming and strengthen pedestrian and cyclist connectivity in Crawley town centre to overcome the severance between key regeneration sites and the town centre core. Deliver public realm, sustainable transport infrastructure and highway improvements at the town centre “Eastern Gateway” and at Station Gateway (Appendix D). This will facilitate site regeneration for new homes and commercial space – in particular, a brand new Crawley rail station will be constructed on the Station Gateway site and this will be linked via new high quality pedestrian paving, cycle routes and toucan crossings to an improved bus station and to the town centre retail core. This investment will achieve significant critical mass for improvements that are already well underway in the heart of the town centre around Queens Square, with upgraded cycle and pedestrian links to the development sites at Station Gateway, the Town Hall, County Buildings and Telford Place in addition to Central Sussex College and the Library, coupled

- with public realm enhancements. This investment will unlock regeneration on these sites and significant new investment in homes, commercial space and jobs in the town centre.
- II) Acquisition and refurbishment of vacant commercial space to transform into state of the art Grade A small business space to stimulate commercial space and jobs investment in Crawley town centre.
 - III) Sustainable transport infrastructure improvements at key inter-modal interchange hubs at Gatwick, Three Bridges and Crawley railway stations, improving cycle route connectivity into the stations, boosting the quality of bus infrastructure and pedestrian access, upgrading the public realm and strengthening the quality of the commuter experience enabling seamless rail – bus – cycle travel so significantly more commuters can use sustainable transport to access the Manor Royal business district and Crawley town centre.
 - IV) Major improvements to bus route infrastructure connecting Manor Royal and Crawley Town Centre to the Borough's three principal railway stations: I) Gatwick; II) Three Bridges; III) Crawley. This will comprise additional bus lanes, a major upgrade of Crawley bus station, RTPI bus shelter investments, bus stop enhancement and WI-FI access via higher quality bus infrastructure across Manor Royal and the Town centre. This will also involve enhanced existing bus lanes alongside the increased frequency and quality of the bus service.
 - V) Construction of new pedestrian crossings and walkways, new cycle routes and major improvements to improve greatly the quality of existing cycle ways which link Manor Royal to Gatwick and Three Bridges railway stations and to Crawley's neighbourhoods. There will be a significant new orbital cycle route around the core of Crawley Town Centre, connecting in to key opportunity sites for regeneration and major gateway points such as Crawley railway station and Crawley bus station.
 - VI) Highways and traffic circulation improvements, particularly at key junctions in Manor Royal along Gatwick Road and at the London Road – County Oak junction, in order to improve the efficiency of traffic flows and alleviate congestion bottle necks.
 - VII) Promote and highlight through a communications campaign the array of improvements in the quality, reliability and efficiency being made to sustainable transport modes, to persuade a growing proportion of employees to switch from their cars, particularly those living in close proximity. This campaign will be led by the Manor Royal BID. It will enable businesses to maximise the advantage of improved sustainable transport links, persuading more and more of their employees to use sustainable transport modes, so alleviating congestion / parking pressures, boosting commuting capacity into Manor Royal and thereby unlocking jobs intensification and business growth.

The Crawley Growth programme schemes will unlock over £750 million of investment in new homes, jobs and commercial space on regeneration sites across Manor Royal and Crawley Town Centre. This includes £75 million of investment from Arora in a brand new railway station and 308 new high quality apartments at Station Gateway. A list of key sites is provided in section 3.9. Investment proposals are identified in 5.1 with a brief overview of each of the programme schemes included in Appendix A.

2.3) How does the project fit with national, sub-regional and local investment plans and strategies?

- **C2C SEP:** "Crawley represents a strategic Growth Location at the Heart of the Gatwick Diamond; Town Centre Regeneration and Expansion: Action to accelerate housing provision, maximising the potential of brownfield land in public sector ownership to deliver more high density affordable housing. Improve transport infrastructure to allow significant development of new housing sites".

For further information on how the Growth Programme aligns with the C2C SEP please see section 1.4.

- **Crawley Growth Deal:** The Crawley Growth Programme will be at the heart of the delivery of the Crawley Place Plan, drawn up by West Sussex County Council and Crawley Borough Council, which highlights the priorities for Crawley's sustainable growth and regeneration, closely aligned to the priorities of key stakeholders such as the Manor Royal Business Improvement District.

The Crawley Place Plan prioritises the following targets as part of the “Crawley Growth Offer”, to which our Growth Programme is directly linked:

- The development of over 1,550 new homes and 11 hectares of commercial floor-space in the Town Centre generating at least 2,100 new jobs.
- The development and intensification of commercial floor-space, with the potential to generate over 5,000 new jobs, at Manor Royal Business District.

The Crawley Place Plan emphasises that: “the growth in town centre homes, jobs and GVA will not happen without interventions to enable the regeneration of key opportunity sites and to unlock major public-private investment in the quality of the public realm and in 21st century highways and sustainable transport infrastructure”. The Growth Programme is a direct response to the sustainable town centre growth challenge emphasised by the Place Plan.

The Place Plan highlights the crucial importance of Manor Royal to the delivery of sustainable economic growth: “To support Manor Royal to continue to provide a diverse range of jobs for local people. Grow Manor Royal sustainably..... creating a place where there is high Gross Value Added (wealth) levels produced”. The Place Plan stresses the importance for interventions to “Enable essential infrastructure improvements required to intensify jobs and GVA growth within Manor Royal and to boost investment by high value businesses and their trade, which supports the strategic economy of the county and beyond”.

The intensification of the jobs and business base in Manor Royal and the ability to attract high value businesses and employers which generate much greater levels per capita of GVA is crucially dependent on the achievement of a high quality business environment and the necessary sustainable transport infrastructure capacity, quality and reliability to enable high job volumes. The growth programme will combine private sector investment with Local Growth Fund and local authority S106 resources to improve significantly the quality of the business environment, creating the conditions for Grade A commercial space jobs investment.

- **Crawley2030 Local Plan:** Station Gateway, County Buildings, Telford Place and the Town Hall sites are the 4 Town Centre Key Opportunity Sites as defined by Crawley’s Local Plan (for minimum cumulative delivery of 499 homes and main town centre uses). Other town centre sites are allocated for housing and /or mixed uses to promote town centre vitality and viability and meet the housing needs of the borough (EC6, H2). Alongside the new Forge Wood neighbourhood, the Local Plan identifies the Town Centre as the other main focus for new homes, allocating over 1000 residential units on redevelopment sites, and recognises that a proactive approach needs to be taken to overcoming constraints and assessing all reasonable opportunities to secure more housing and reduce the level of unmet need. Crawley’s Local Plan (adopted in December 2015) highlights that Crawley has an employment land deficit of 35 hectares and therefore intensification is key to growth. Our Crawley Growth Programme identifies a “stretch” target total of 11,000 more jobs – a fantastic achievable opportunity to make the area even more of an engine room for economic output and wealth creation and to boost the competitiveness of the Coast to Capital economy.
- **Crawley Town Centre Regeneration Programme:** This was adopted as policy by Crawley Borough Council in December 2015. The overarching vision for Crawley Town Centre is “to become a dynamic business growth hub with a bold and vibrant community heart for Crawley and the Gatwick Diamond. This will drive a diverse retail offer, excellent public Realm, high quality town centre living and a thriving evening economy”. The onus therefore is for the town centre to accommodate significant new residential and non-retail commercial development in order to provide the new homes and jobs necessary to grow sustainably, increasing footfall, economic activity and retail development in Crawley town centre. Crawley town centre is already seeing significant market led residential development. There is an existing significant non retail business base, which demonstrates the credibility of our vision for the town centre as a business growth hub. Our Crawley Growth programme will

invest in vitally needed sustainable transport infrastructure, notably a replacement of Crawley railway station and upgraded bus station, in addition to significant improvements to the living / business environment and much improved pedestrian and cyclist connectivity between town centre core and key regeneration sites as a means of enabling commercial space and residential development on the town centre's key regeneration sites. The Regeneration Programme highlights a key role for the new town centre neighbourhood in driving growth in footfall, town centre economic activity and job volumes. More information can be found at www.regeneratingcrawley.org.uk

- **Manor Royal BID programme** – the Growth Programme has been developed with the Manor Royal BID to ensure that research / evidence, investment programmes and delivery programmes are aligned. In particular the Growth Programme is directly responsive to a major survey of Manor Royal businesses undertaken by the Manor Royal BID, which identified traffic congestion, parking shortages and the state of the road infrastructure as the most important obstacles to business growth in Manor Royal. The BID commissioned a Transport Study to identify remedial action to address these issues and our Growth programme will resource the delivery of a number of those actions. A letter of support from the Chairman of the Manor Royal BID is included in Appendix B. Jeremy Taylor, CEO of Gatwick Diamond Business also comments:

“The recent Manor Royal BID survey made very clear the importance businesses attached to solving transport problems with three of the top five issues frustrating businesses here related to travel and transport. Independent research conducted by respected transport consultants reinforced this message. Having chaired the multi-agency Manor Royal transport study group I understand the pressing need to invest in the improvements identified. My understanding of this issue is informed not only by role as a Director of the Manor Royal BID company but also by my role as Chief Executive of Gatwick Diamond Business, which itself is a growing business on Manor Royal and counts a number of fellow Manor Royal businesses among its membership. If we are to continue to enjoy indigenous growth and attract and keep businesses here we need to jointly invest to address those transport issues most keenly felt by business.”

- **Gatwick Airport Limited (GAL) Investment Programme and Gatwick Growth Board** – the Crawley Growth Programme has been developed in tandem with GAL to ensure that research / evidence, investment programmes and delivery programmes are aligned. GAL have identified a programme of improvements to the transport interchange between Gatwick railway station, the airport, the bus station and the cycle routes as the key priority in strengthening sustainable transport connectivity between Gatwick and the local area. This scheme is an integral part of the Crawley Growth programme and is part of their drive to increase even further the numbers of local resident employees on the Gatwick campus travelling to work using sustainable transport in addition to increasing the numbers of commuters into Crawley using the Gatwick intermodal interchange to access bus and cycle connections to Manor Royal and Crawley town centre. A letter of support from GAL is included in Appendix B.
- **Metrobus Investment Programme** - the Growth Programme has been developed with Metrobus to ensure that research / evidence, investment programmes and delivery programmes are aligned. Metrobus have provided clear guidance as to their top infrastructure improvements to strengthen the reliability and efficiency of bus circulation in addition to the quality of the passenger experience. These include upgrades to Crawley bus station, a new bus lane along Manor Royal to the Gatwick Road roundabout, new bus shelters and RTP1 upgrades to existing bus shelters. Metrobus are investing over £13 million in their bus routes between Gatwick railway station, Manor Royal Business District, Three Bridges railway station and Crawley bus station / town centre as an integral part of the Crawley Growth programme. A letter of support from Metrobus is included in Appendix B.

2.4) What stakeholder consultation has been undertaken? What stakeholder consultation remains to be undertaken? What stakeholder support has been received? Have businesses been engaged and will continue to be engaged throughout the life of the project?

Detailed and extensive informal consultation has been undertaken with a range of local business representatives, transport providers, community sector and public service providers to inform the development of the Growth Programme. This consultation process has taken the form of private discussions to review initial design options, advise on the development of more detailed concept

designs and to identify preferred design options. These discussions have also informed the calculation of cost estimates for the delivery of Growth programme schemes and the identification of match funding sources. They have played a key role in drawing up an outline works delivery schedule and timescale. The informal consultation with stakeholders is ongoing and not just restricted to one or two meetings.

Stakeholders are playing a key role in the shaping of the Crawley Growth programme schemes. They will continue to participate in the future governance and oversight of growth programme delivery (see section 6 on our approach to programme management). Stakeholders will also actively participate as applicable in the delivery of individual Growth programme schemes. For example Metrobus will be a key partner in the scheme to upgrade of Crawley bus station and the Manor Royal BID will be a key partner in the development of new and improved cycle routes across Manor Royal and enhancing the key Gateways into the business district.

The Town Centre schemes presented in the Crawley Growth Programme are founded on the priority regeneration actions identified in the Crawley Town Centre Regeneration Programme that was approved by Crawley Borough Council in December 2015, following public consultation and the engagement of a significant number of town centre stakeholders, including the Town Centre Partnership.

The required public realm and inter-modal transport connectivity improvement works at Three Bridges station have been defined following a full public consultation undertaken in Nov/Dec 2014.

The Manor Royal programme of improvements has drawn on the findings of the Transport Study and Action Plan produced by consultants on behalf of the Manor Royal BID. This has been overseen by a Working Group comprising business stakeholders from the Manor Royal. 512 businesses on Manor Royal are Levy paying members of the Manor Royal BID and 30% responded to the corresponding survey, which informed the Transport Study and Action Plan. The Manor Royal BID arranged a series of events to present to local businesses the Transport Study Action Plan and to consult on the priority actions – a number of these schemes are incorporated into the Crawley Growth programme. A business led Manor Royal Transport Study group will monitor delivery.

Key stakeholders such as Metrobus, Arora, the Town Centre Partnership, Network Rail, Crawley Access Group and Cycle Forum representatives have reviewed the initial designs in the town centre for Eastern gateway and Station Gateway.

Further consultation on each Crawley Growth Programme scheme will be undertaken when the detailed designs have been progressed. This will include formal public consultation.

Business representatives from the Town Centre Partnership, the Professional Services Business Forum, the High Street Forum and the Manor Royal BID Board and business representatives from the Manor Royal Transport Sub-group will continue to be engaged as part of the delivery of the Crawley Growth programme. Representatives will be appointed to the Crawley Growth programme steering group, which will meet quarterly to review progress and agree priorities and any remedial action required going forward.

2.5) List the key stakeholders and their interest areas.

| Stakeholder | Interest area |
|-----------------------------|---|
| Manor Royal BID | Sustainable transport, public realm and cyclist / pedestrian thoroughfare infrastructure improvements across Manor Royal |
| Gatwick Airport Limited | Bus and rail interchange improvements. |
| Standard Life (County Mall) | Public realm / sustainable transport infrastructure enhancements between County Mall and Station Gateway |
| Arora Group | Brand new Crawley railway station; Public realm / sustainable transport infrastructure enhancements between County Mall and Station Gateway |
| Crawley Cycle Forum | Priority Cycle route improvement schemes in Manor Royal |

| | | |
|--|---|--|
| | and the Town Centre | |
| GTR Southern Rail | Public realm enhancements and intermodal interchange improvements at Gatwick, Crawley and Three Bridges railway stations. | |
| Gatwick Diamond Business | Capital investment interventions that facilitate business and sustainable commuting access to and from Crawley / Manor Royal and which stimulate new jobs, business and commercial space growth | |
| Appropriate residents' Forums | Living environment, sustainable transport and public realm improvements at key locations to improve quality of life. | |
| Central Sussex College | Public realm and sustainable transport infrastructure improvements, which integrate Central Sussex College more closely with the town centre core (particularly enhanced pedestrian and cyclist connectivity) and other key opportunity sites such as County Buildings and Town Hall. | |
| Town Centre Partnership Board | Public realm, sustainable transport and highways improvements in the town centre, alongside enhanced pedestrian / cyclist connectivity and the successful unlocking of new jobs and homes, which boost town centre footfall, business activity and trade | |
| High Street Business Forum | Harnessing the physical regeneration of the town centre to drive increases in footfall and therefore trading levels in the High Street whilst unlocking business and living environment improvements. | |
| Town Centre Professional Business Services Forum | An enhanced business environment, that can facilitate their business growth and make it easier for them to recruit talented people, grow job numbers and increase the numbers of employees that live and work in Crawley. | |
| Network Rail | Public realm enhancements and intermodal interchange improvements at Gatwick, Crawley and Three Bridges railway stations to help boost passenger volumes. A brand new railway station in Crawley town centre. | |

2.6) What are the strategic issues, risks and constraints that may impact successful delivery of the project?

- There is a **risk of an economic downturn**, which may or may not be linked to Brexit over the next few years. This could lead to a marked slow-down in regeneration site development as investors defer action. The type of investments envisaged by the Growth Programme are in sustainable transport infrastructure and the business environment, which will constitute significant “structural” improvements to the quality and attractiveness of Crawley as a place to invest and therefore will strengthen the realisation of Crawley’s economic growth potential. These investments to strengthen the business / living environment and sustainable transport infrastructure will transcend the economic cycle and will allow Crawley and key employment sites like Manor Royal to compete more effectively in the longer term to attract higher value businesses and jobs to the area. If the country were to go into recession, the investments provided by the growth programme will enable Manor Royal to be more resilient to the adverse consequences of the recession and to maximise in the longer term the opportunity to take advantage of the following upturn in the growth cycle and so achieve much greater levels of investment and more significant advances in GVA economic output, achieving higher value regeneration outcomes at the opportunity sites identified by the Growth programme.
- **Ongoing and further depreciation of the value of sterling** in the light of the Brexit process may have a detrimental impact on the costs of imported materials and therefore add pressures to the costs of delivery of the Crawley Growth programme. This will be mitigated by including an appropriate level of “optimism bias” for the cost assessment of each individual scheme.
- **The discontinuation of commitment of key stakeholders such as Network Rail and Gatwick Airport (GAL) to Crawley Growth programme schemes** – wider events at the national level may have an impact on the levels of commitment to the delivery of key Growth programme schemes on the part of stakeholders who are pivotal to scheme delivery –

particularly Network Rail in regard to the Crawley and Three Bridges railway station improvements – and Gatwick Airport Ltd in regard to airport-rail-bus interchange improvements. Nearly £3m of local authority funding is in the process of being earmarked to fund improvements at Three Bridges station, including S106 and Community Infrastructure Levy resources, which will offset competing priorities for Network Rail CP6 resources. GAL have committed £2.8 million to deliver improvements to the inter-modal interchange at Gatwick railway station.

- **A change in CBC or WSCC policy priorities**– it is possible there may be a change of Crawley Borough Council administration during the period of delivery of the Crawley Growth programme. The likelihood of a major policy change in relation to regeneration and growth is very low, should a conservative administration take power in Crawley – both political groups strongly back the Town Centre Regeneration programme and the intensification of employment at Manor Royal. The prioritisation of regeneration may well increase if the country goes into recession.
- **The requirement of achieving £3.6 million LGF spend year on year over the period 2017-21** – we understand that the set LGF profile agreed with government will require the Crawley Growth programme to spend a minimum of the above amount each year. This is a complex programme with many funding partners. Aligning funding profiles will be challenging. The development of the Crawley Growth programme as a combined multi-agency funded programme, linking up complementary regeneration schemes, which in terms of works delivery are spread out over the four years to 2021, will strengthen greatly the ability to defray the necessary minimum LGF funds per annum to allow claims to be made for the full LGF amounts on a year by year basis from 2017-18 through to 2020-21.

2.7) Summarise any project dependencies that the project has or if there are other projects that are dependent on this delivery (either LGF funded or not) and state the impact to the project if these are not met.

This is a wide and diverse Growth Programme involving a number of partners. The approach taken will maximise benefits but does result in a number of dependencies that will be closely managed by senior officers at WSCC and CBC. Formal agreements will be put in place with key partners to ensure that commitments are clear. A Growth Deal has already been agreed by the Leaders of WSCC and CBC (December 2016).

Substantial private sector investment is reliant on LGF investment in this Crawley Growth programme scheme for it to be viable and deliverable, notably the Station Gateway scheme. The developer has secured outline planning permission for the delivery on site of a replacement railway station, 308 high quality residential apartments, a new station plaza and taxi rank / vehicle drop off point and a multi-story car park. This would amount to a private investment of £75 million. An independent district valuer assessment has confirmed that this scheme would not be viable commercially without public funding investment in highway and public realm improvements alongside vitally needed improved pedestrian and cyclist connectivity between Station Gateway across the Station Way dual carriageway to the town centre core.

Initial assessments and dialogue with private developers in relation to the regeneration of the Telford Place and County Buildings sites in the town centre have revealed that the requirements to invest significantly in pedestrian / cyclist connectivity to the town centre core and to upgrade the living environment are a serious impediment to the viability of these sites. The Crawley Growth programme will play a key role in unlocking these two regeneration site schemes and the delivery of over 400 residential units and 70,000+ square feet of new commercial office space, which can unlock 500 jobs.

In addition the viability of Northwood Park, a 100,000 square feet Grade A commercial space development on Manor Royal, is dependent on the Crawley Growth Programme's investment in sustainable transport infrastructure and highways / public realm improvements focused on Gatwick Road/Manor Royal. Without this investment there will simply not be the sustainable transport capacity to accommodate that substantial increase in commercial space and the 700 approximately additional jobs into Manor Royal. In addition there is real potential for a further 100,000+ square feet of refurbished Grade A commercial office space at Churchill Court to be achieved as a consequence of Growth Programme interventions to transform the business environment and upgrade sustainable transport infrastructure. This has the ability to attract over 750 new jobs.

The realisation of the Gatwick Road Nexus parcel 1 and 3 site commercial developments are also dependent on the ability to tackle the congestion hotspots in the vicinity and to boost the quality of the business environment, to be delivered by the Crawley Growth programme. These sites have the potential to unlock 160,000 square feet of commercial floor space and approximately 315 jobs.

The Crawley Growth programme investment in sustainable transport infrastructure and enhancements to the business environment in Manor Royal is also directly linked to the viability of a 120,000 square feet of commercial Grade A office space at the Nova site on London Road next to Astral Towers. The developer has said that this has the ability to unlock over 800 high value jobs for Crawley.

All of the above schemes depend on the investment in infrastructure and physical regeneration to transform the business / living environment offered by our Crawley Growth programme if they are to yield high grade commercial space and high value jobs. The ability for developers to execute the successful regeneration of these sites is crucial to the delivery of GVA and jobs growth in Crawley.

2.8) Please explain the disruption to the local area during the period of project execution and how you are looking to minimise these disruptions.

This is a wide and diverse Growth Programme involving a number of projects.

The Programme will be managed by WSCC and CBC, who will establish and co-ordinate a Growth programme delivery team to ensure that works are scheduled in a co-ordinated and strategic way to minimise disruption, reporting to a Crawley Growth Board and Steering Group, comprising key stakeholders, business and community representatives on a quarterly basis. This will involve the implementation of the following practical actions:

- To plan a timetable of highways and sustainable transport infrastructure works, which avoids programmes of works being implemented at the same time and to ensure that mitigating action – e.g. traffic diversions etc – can be put in place.
- To work up and execute an effective Crisis Communications Plan, which provides widespread and well communicated advanced notice to residents, commuters, businesses and stakeholders as to the nature of the works to be implemented and the likely disruption.
- To work with local businesses and employers to draw up Travel Plans for their employees to assist them to mitigate against disruption.
- To work with travel providers to promote and operate alternative forms of transport and potentially develop promotional offers as a means of attracting employees / commuters onto other forms of transport.
- To undertake a promotion and marketing campaign to encourage residents and visitors to continue to use Town Centre shops and businesses.

3. The Economic Case

3.1) Please describe the options that have been considered in selecting the project proposal. This should include a minimum of 3 options:-

- **Do nothing, do minimum or status quo**
- The **proposed option** (as set out in the executive summary)
- An **alternative option** (which may be based on changes to the scale, scope and cost of the proposed option)

Box 1:

| Option Name: | Description: | Total cost: | Amount requested: | Core outputs (see 1.6) |
|--|--|--------------------|--------------------------|---|
| Do nothing, minimum or status quo | Growth secured as and when developers are able to bring forward viable | | - | A number of Town Centre proposals are currently |

| | | | | |
|------------------------|---|------|--------|--|
| | <p>regeneration sites and planning applications that can deliver required infrastructure improvements and financially viable development. <u>(In the case of most development sites in Manor Royal and Crawley Town Centre, the level of investment in infrastructure improvements required renders site development unviable, without public funding interventions).</u> This means that it is very unlikely these sites can be successfully regenerated and the significant growth in jobs, commercial space and homes achieved, without the interventions offered by the Crawley Growth programme.</p> | | | <p>stalled resulting in the primary development activity simply delivering new residential development through permitted development rights without a requirement to improve infrastructure. The significant development opportunity at Station Gateway will not be realised without investment through this programme. Equally a number of developments in Manor Royal are not currently progressing due to the lack of high quality local infrastructure. In addition there is a concern that businesses will leave Manor Royal due to the lack of high quality infrastructure, particularly higher value employers responsible for contributing significantly to local economic output (GVA). Manor Royal businesses have made it very clear – through the recent BID survey – that the congestion and poor business environment are the number one threats to future growth.</p> |
| Proposed option | A Crawley Growth Programme that pools and | £60m | £14.6m | 1,000 – 2,000 additional new |

| | | | | |
|-----------------------------|--|------|--------|---|
| | aligns funding from a range of public and private sector partners to maximise growth outcomes by investing in sustainable transport infrastructure, transformation of the business / living environment and sustainable transport connectivity improvements at Crawley, Three Bridges and Gatwick railway stations. The package has been developed in combination with partners and stakeholders and has involved a rigorous and collaborative prioritisation process to identify the proposals that will best support the delivery of growth. | | | homes in Crawley Town Centre 135,000 - 200,000Sqm of additional commercial floorspace in Manor Royal and Crawley Town Centre generating between 7,000 and 11,000 additional jobs by 2030. |
| Alternative options: | Alternative options were considered. These primarily involved bringing forward proposals for individual schemes to support specific development proposals, rather than pooling resources. Reducing the scale and scope of the Crawley Growth programme will not achieve the critical mass of investment needed to “game change” the adverse business / living environment conditions, which impede growth. A spatial alternative was also assessed, considering sustainable transport improvements across the borough as a whole | £30m | £14.6m | <p>Delivery of the infrastructure to support the development of 308 homes at Station Gateway.</p> <p>Delivery of improvements at Three Bridges and Gatwick Station interchanges.</p> <p>Delivery of transport infrastructure improvements at Gatwick Road/ Manor Royal supporting the delivery of over 22,000sqm of development at Nexus and nearly 11,000 sqm at Northwood Park.</p> <p>Delivery of bus, cycling and walking infrastructure improvements across Crawley.</p> |

| Option Name: | Advantages: | Disadvantages: |
|--|--|---|
| Do nothing, minimum or status quo | Low cost in the short-medium term to the public purse. | <p>No opportunity to plan and deliver co-ordinated growth. Ageing infrastructure leading to 'low value' development, causing even worse congestion, undermining the business environment and limiting the opportunity to intensify sites.</p> <p>Missed opportunity to maximise the economic benefit of this key driver in C2C economy. Likelihood that businesses will leave Manor Royal reducing the economic output of the area and the employment base and stifling a key "engine room" for growth and economic output for the C2C economy.</p> |
| Proposed option | <p>Opportunity to inject significant new growth impetus through a fully co-ordinated programme. Infrastructure improvements linked to a plan to develop a town centre fit for the future where people live, work, shop and enjoy leisure time. Increasing the number of residential units in the town centre from 200 in 2010 to up to 2,500 by 2030. Creating the conditions for the establishment of a significant quantum of new Grade A commercial space in the town centre, strengthening the presence of professional service businesses and achieving "grow-on" space to help high value micro-enterprises to grow and create jobs. Maximising economic benefit from Manor Royal by radically improving the business environment and sustainable transport infrastructure, so attracting higher value businesses to take up new commercial space and encouraging existing Manor Royal</p> | Requires long term partner commitment. Co-ordinating programmes and delivery will be challenging. |

| | | |
|-----------------------------|---|---|
| | companies to grow and intensify employment. | |
| Alternative options: | <p>Local infrastructure improvements delivered where financial viability allows.</p> <p>Sustainable transport improvements across Crawley</p> | <p>Limited opportunity to plan and deliver co-ordinated growth and infrastructure improvements.</p> <p>Partner funding not co-ordinated potentially and not enough critical mass of resources resulting in conflicting and abortive investment.</p> <p>Likelihood that development proposals will not progress, new commercial space will remain unbuilt and that infrastructure improvements will not be secured and existing businesses will leave the area.</p> <p>Loss of focus on key areas (Town Centre and Manor Royal) where economic growth and residential development outcomes can be enhanced. Impact of improvements less noticeable and less influential on travel behaviour. Increased congestion and parking pressures.</p> |

3.2) Specify the preferred option, with supporting justification for selection.

The preferred option is to deliver a Crawley Growth Programme that aligns funding from a range of partners to maximise growth opportunities. The package has been developed with partners and has involved a rigorous and collaborative prioritisation process to identify the proposals that will best support the delivery of growth. The long list of scheme options considered is outlined in Appendix A. The package identified as the preferred option is summarised below.

| Schemes – Town Centre | Outcomes – Town Centre |
|--|---|
| <p>Queens Square – public realm and connectivity</p> <p>Queensway – public realm and connectivity</p> <p>Station Gateway – new rail station, upgraded bus station, bus flow improvements, traffic calming, public realm transformation and enhanced cycle / pedestrian connectivity between station and town centre core.</p> <p>Eastern Gateway – public realm and connectivity, comprising:</p> <p>1) Cycle and pedestrian improvements – improving connectivity between key regeneration sites and the town centre core / Station Gateway for cyclists and pedestrians. Enhanced and</p> | <p>1,000 - 2,000 additional homes</p> <p>20,000sqm additional commercial floorspace</p> <p>2,500 jobs (“stretch targets”)</p> |

| | |
|---|--|
| <p>additional pedestrian crossings, converting to toucan crossings. High quality cycling facilities with widening and rerouting to provide a link to existing routes by means of a segregated shared footway/cycleway.</p> <p>II) Public realm transformation, overcoming severance between regeneration sites and town centre core - landscaping / paving / materials / greening / lighting;</p> <p>III) Highway traffic calming along College Road and the Boulevard with raised carriageway and removal of pedestrian barriers to overcome severance between College and town centre core.</p> <p>IV) Bus infrastructure improvements – service and fleet enhancement. Bus priority incorporated in to all proposals. Real Time Passenger Information improvements. Bus waiting area improvements including Superhubs at bus station.</p> <p>Commercial Space Acquisition - subject to viability – the acquisition of vacant commercial office space in the heart of Crawley town centre to convert into state of the art Grade A small business space to attract an influx of business investment and jobs and catalyse other new Grade A commercial space developments in the Eastern Gateway.</p> | |
| <p>Schemes – Manor Royal</p> <p>I) London Road - junction improvements. County Oak road improvements – to tackle congestion.</p> <p>II) Gatwick Road /Manor Royal – roundabout junction improvements to tackle congestion. New bus lane to improve bus flows. Gateway feature. Enhanced public realm.</p> <p>III) Highway resilience–resurfacing programme</p> <p>IV) Cycle and pedestrian – improved network connectivity, safety and environment for pedestrians and cyclists. A cycle improvement plan has been developed and a number of priorities identified to develop new cycle routes and enhance existing cycle routes. Upgrades to toucan crossings and enhance pedestrian walkways.</p> <p>V) Bus infrastructure improvements – service and fleet enhancement. Bus priority considered in all proposals. Real Time Passenger Information improvements to bus shelters. New bus shelters. Bus waiting area improvements including Superhubs at key locations. A dedicated new bus lane along Manor Royal to the Gatwick Road roundabout</p> <p>VI) Information and marketing infrastructure – outdoor media at 6 key locations. A package of proposals to, working with business, raise awareness and encourage use of sustainable transport options.</p> | <p>Outcomes – Manor Royal</p> <p>180,000sqm additional commercial floorspace (“stretch target”)</p> <p>8,500 jobs (“Stretch target”).</p> |

| | |
|---|--|
| <p>Improved Inter-modal Connectivity to Crawley's 3 railway stations – improved pedestrian, cyclist and bus interchange at Three Bridges railway Station and transformation of the public realm. Creation of a new “eastern access” for vehicles and pedestrians. Improved interchange at Gatwick Station to facilitate commuter access from the railway station to the bus stops to access Manor Royal.</p> | |
|---|--|

3.3) Are there any issues to be resolved before this option may proceed?

The package has been developed with partners and letters of support are attached as Appendix B. Formal agreements will be put in place with each partner to ensure that commitment to and accountability for, funding, delivery of projects and delivery of outcomes is clear. A Growth Deal has already been signed by the Leaders of WSCC and CBC committing both authorities to the delivery of the Growth Programme. A three way agreement will also be signed with the Manor Royal BID and this will reinforce co-ordinated partnership working to implement the Crawley Growth programme schemes. The existing Crawley Growth Board will be expanded to include senior representatives from the key Crawley Growth programme stakeholders including the C2C LEP. This will meet on a quarterly basis. Public funding contributions to be made by WSCC and CBC are currently ring-fenced and will be formally committed, subject to a successful outcome to the bid for Local Growth Fund resources.

3.4) What are the top 5 risks of this option? **A full risk register should also be sent as an appendix which includes quantification, ownership and mitigation for each.**

Key risks include –

- i. Alignment of resources across a number of partners and the responsibilities for delivery of individual schemes within the Growth programme is likely to be split. At the same time the lead partner (WSCC) will minimise the resulting risk by ensuring accountability for the whole programme and will take steps to share accountability when other partners are responsible for delivery of particular schemes – this is achieved and the risk minimised by formal arrangements being developed with key partners. – e.g through a partnership agreement. We will commit to ensuring these partnership agreements in place in time for the commencement of programme delivery. In addition, the Crawley Growth Deal represents a commitment by WSCC and CBC to work together to align resources and this Deal will be enhanced by a three way agreement with the Manor Royal BID, which will be signed and launched in early September.
- ii. Procurement and delivery – this is a significant programme and the development and delivery of proposals will require significant effort and staff resource – this risk is minimised through the involvement of a number of partners who will take responsibility for the delivery of individual projects and share the work load of programme management by together decentralising the project management of individual schemes with clear reporting lines back through to the Crawley Growth Programme delivery Steering Group. Procurement processes will be implemented in accordance with the established policies of the individual partner organisations responsible for contracting the delivery of a scheme. Public / EU procurement rules will be followed and close working with the procurement teams across each authority will ensure that is achieved.
- iii. Budget overspends – each individual regeneration scheme or cluster of schemes which feature as part of the Crawley Growth programme will be carefully costed by design experts and in conjunction with authority finance officers and all cost estimates will comprise an “optimism bias” in order to factor in contingencies. There will be regular finance monitoring as part of the quarterly claim reporting process and budget pressures will be identified early and remedial action defined and implemented.
- iv. Growth programme scheme delivery time overruns – each individual regeneration scheme will adhere to a strict project delivery schedule and plan - mapped out in accordance with RIBA stage standards. Individual projects will comprise project sponsors at a more senior level and designated project leads, who will report on progress to a Programme Delivery Team on a monthly basis. This regular monitoring of the progress will ensure remedial action is identified early and the risk of overruns minimised. The works and services procurement processes will be carefully and diligently implemented to maximise the quality of contracted out work.

- v. There is a risk of an economic downturn, which may or may not be linked to Brexit over the next few years. This could lead to a marked slow down in regeneration site development as investors defer action. The type of investments envisaged by the Crawley Growth programme are in sustainable transport infrastructure, enhancing the public realm and inter-modal connectivity at Crawley's 3 railway stations and improving the business / living environment, which will constitute significant "structural" improvements to the quality and attractiveness of Crawley as a place to invest and therefore Crawley's economic growth potential. These investments will transcend the economic cycle and will allow Crawley and key employment sites like Manor Royal to compete more effectively in the longer term to attract higher value business environment. If the country were to go into recession, the investments provided by the growth Programme will enable Manor Royal businesses to be more resilient to recession and for Manor Royal and Crawley Town centre to maximise the opportunity to take advantage of the following upturn in the growth cycle and so achieve much greater levels of investments and more significant advances in GVA economic output.

Please complete the boxes below, answering only those relevant for the theme of your project, referring to the guidance available. Please also complete the outputs tab of the supporting excel spreadsheet.

3.5) How does the project positively affect the level of economic activity in a given area?

Crawley has an excellent track record in delivering growth in employment and economic output but is faced with clear and present threats to ongoing sustainable growth due to growing traffic congestion, a deteriorating business / living environment and inadequate sustainable transport infrastructure and connectivity.

Our Crawley Growth programme will implement infrastructure and regeneration schemes to tackle the above threats and help create the conditions which unlock significant growth in homes, commercial space and jobs on key regeneration sites across Manor Royal and Crawley Town Centre. This - our preferred option enables a commitment to be made to achieving the following growth outcomes:

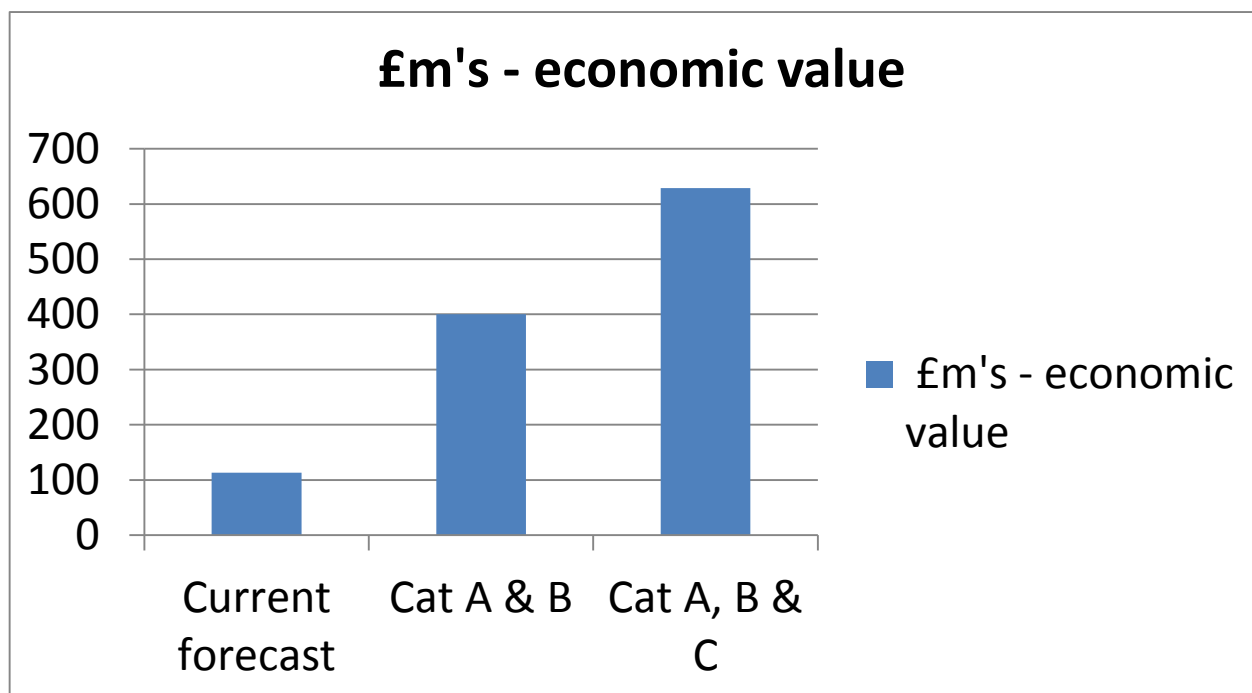
| LEP Commitment | WSCC / CBC commitment (contractual) | Stretch Target (non contractual) |
|--|--|--|
| <ul style="list-style-type: none"> £14.6m LGF | <ul style="list-style-type: none"> Programme delivery exceeding £30m value in public funding investment. 1,000 new homes in Crawley by 2030 135,000sqm of new Grade A commercial space within Crawley by 2030 | <ul style="list-style-type: none"> Programme delivery exceeding £60m of investment 2,000 new homes in Crawley by 2030 200,000sqm of new grade A commercial space in Crawley by 2030 |

As a New Town where residential uses and commercial uses were kept separate, Crawley Town Centre has not historically provided for local housing need. As recently as 2014 there were just 219 housing units within the town centre and this number had been static for a number of years. This figure has more than doubled, increasing to 500, in the last 3 years. It is anticipated that, with the support of investment in the Crawley Growth Programme to integrate developments successfully into the town centre, nearly 2,000 residential units (double the Local Plan figure) can be delivered in and around Crawley Town Centre by 2030 (within the current local plan period).

The Crawley Growth programme will invest in major public realm, pedestrian and cycle route improvements in the town centre as well as a brand new Crawley railway station and an upgraded bus station to transform the living / business environment and strengthen greatly sustainable transport connectivity between the town centre's core and its regeneration sites. These investments are crucial to the viability of the town centre's regeneration opportunity sites – Station Gateway, Telford Place, County Buildings and the Town Hall – and will unlock 225,000 square feet of Grade A commercial space (21,000 square metres) and 1,500 jobs.

The intensification of the jobs and business base in Manor Royal and the ability to attract high value businesses and employers which generate much greater levels per capita of GVA is crucially dependent on the achievement of a high quality business environment and the necessary sustainable transport infrastructure capacity, quality and reliability to enable high job volumes. The growth programme will combine private sector investment with Local Growth Fund and local authority S106 resources to improve significantly the quality of the business environment, creating the conditions for Grade A commercial space jobs investment.

The growth momentum in Crawley is not just forecast but is very real and current. Crawley recorded a 29% rise in business start-up rates in 2015, compared to the previous year. Initial indicators identified that there is potential over the next 3-5 years to deliver over three quarters of a million square feet (69,675sqm) of additional commercial space the bulk of which would be in the Manor Royal business district but a significant element will also be in the Town Centre supporting the development of a diverse town centre where people live, work and play. With the support of investment in the Crawley Growth Programme we have identified that this opportunity can be doubled to 135,000sqm. A further review of existing lease arrangements within Manor Royal suggests that scope to intensify commercial space over the next 5 years could deliver an almost threefold increase totalling 200,000sqm. The increased number of high value jobs relating to each of these scenarios totals over 7,000 potentially increasing to 11,000. Assuming that current average outputs per worker per annum (£57,200) are sustained (an increase could reasonably be anticipated) this represents an increased economic output of between £400m and £629m per annum ($7000 \times £57,200$ & $11,000 \times £57,200$).



Initial 5 year forecast – 69,675sqm, 1,982 jobs

Cat A & B – 135,000sqm, 7,036 jobs, £400m output

Cat A, B & C – 200,000sqm, 11,000 jobs, £629m output (11,000 jobs x £57,000 productivity per Crawley job).

The Cost Benefit of the high value public realm and transport schemes at Station Gateway, Eastern gateway and Manor Royal have been assessed using WebTAG principles and other guidance such as TfL's guidance on Valuing the Public Realm.

The schemes (Eastern Gateway, Station Gateway and MRBD) have been assessed individually and then combined to produce a single BCR for this phase of the Crawley Growth Programme. The BCR (including public realm benefits) is calculated to be 2.54. This may be further improved when the combined effects of the schemes are examined in more detail.

DfT guidance on Value for Money Assessment which defines a five point range from Low to

Very High, would suggest that the combined schemes offer High Value for Money and should therefore proceed. Details of the assessment are provided in Appendix C.

Investment by Gatwick Airport Limited has been assessed through a full business case that has secured a GAL funding commitment of £2.8m into strengthening the inter-modal interchange between Gatwick railway station / the airport south terminal and the bus station at Gatwick, improving connectivity for commuters by constructing new lifts, a covered walkway and a refurbished underpass leading to upgraded bus shelters, equipped with WIFI. 30,000 people are employed at Gatwick and 45million passengers use the airport each year and this investment in sustainable transport connectivity will boost modal shift.

Investment by Metrobus has been assessed through the company's financial modelling that has identified a high value associated with this investment. Metrobus have committed over £13 million of investment to the Crawley Growth programme in order to upgrade their bus routes linking Gatwick railway station, Manor Royal, Three Bridges station and Crawley Town Centre. Metrobus is seeking a 3% uplift in bus patronage in Crawley as a consequence of the investment by the Crawley Growth programme, which will represent 315,707 more passenger journeys.

The Manor Royal BID represents 550 businesses with an economic output in excess of £2.56 billion pa. The BID, in consultation with businesses has identified key improvements that will support the continued viability of this key economic generator in the C2C area. The following is a quote from Zoe Wright, Director of People and Premises at B&CE, a major business on Manor Royal:

"B&CE has been based on Manor Royal since 1962 in a building and on land that we own the freehold of. Since the launch of The People's Pension in 2012 we have experienced significant growth, from around 150 staff to nearly 500, over the last twelve months we have leased a second building on Manor Royal and we have plans to expand our business further over the coming years. As an organisation we have supported the wider improvements to the Manor Royal Business Improvement District (BID), and personally I have sat on the Board of the BID for the past three years. However, from an organisational perspective we continue to experience continued and significant frustrations related to transport and parking which, left without redress, I am convinced will affect our ability to recruit and retain the best talent and impact on current staff satisfaction. I am also worried about the possibility of not being able to expand our business sufficiently on Manor Royal, due to restrictions on parking and lack of investment in transport infrastructure which may mean we have to consider moving out the area. It is vitally important that transport improvements are delivered to ensure businesses like ours can continue to expand their operations and that Manor Royal can continue to thrive. Zoe Wright, Director of People & Premises, B&CE Holdings Ltd"

3.6) What are the environmental consequences, both positive and negative of the project?

The primary purpose of the Crawley Growth Programme is to support sustainable growth. The programme will improve the physical environment; improve sustainable transport options; boost modal shift from the car to those options; enable more people to live and work in Crawley; tackle congestion; reduce air pollution and enhance energy self sufficiency.

By investing in sustainable transport infrastructure, the Crawley Growth Programme will greatly strengthen the quality, reliability, transparency and effectiveness of bus, cycle way and pedestrian routes into Manor Royal. Coupled with a programme of media promotion led by the Manor Royal BID to persuade businesses and employees to shift to sustainable commuting, the Growth programme will achieve very positive environmental consequences by reducing the high proportion of commuters coming into Manor Royal by car and alleviating congestion and parking shortages. The Crawley Growth programme investment in cycle and pedestrian routes in Crawley town centre alongside a brand new railway station and an upgraded bus station and bus infrastructure investment, will greatly strengthen mobility and connectivity within and in / out of the town centre and Manor Royal by sustainable transport modes. This will reinforce the town centre as a sustainable location and complement town centre residential development, which is coming forward with a minimum parking allocation. This investment will create a much stronger sense of shared space in the town centre and alleviate the dominance of the car, creating a much more sustainable environment. Our Growth programme will enable crucial infrastructure investment to transform the public realm and inter-modal connectivity at Crawley's 3

railway stations, transforming the quality, reliability and productivity of the commuter experience coming into Crawley by train to access their work place in Manor Royal or Crawley town centre.

The Appraisal Summary Tables included in Appendix C provides an indication of the environmental benefits of key schemes at Station Gateway, Eastern Gateway and Manor Royal.

Evidence provided by Metrobus indicates that the Growth Programme is likely to result in a reduction of 1,330 tonnes of CO₂ in an area that currently suffers from poor air quality.

Various measures being progressed by the Manor Royal BID will both improve the physical environment (pocket park etc) and the wider environment (waste contract etc).

It is accepted that the required improvements to highways and sustainable transport infrastructure are likely to cause some local disruption in the short term, which will have a negative environmental impact. Action will be taken – as set out in section 2.8 in this business case – to mitigate this adverse impact.

3.7) What are the social consequences, both positive and negative of the project?

Additional housing, including affordable housing, within the town centre will provide people with much needed homes in a highly sustainable location, which will improve quality of life for residents.

Increasing jobs in the local area will provide more opportunities for local residents to increase their income, and reduce their travel costs, which will have really positive social benefits.

A transport study analysis undertaken for the Manor Royal BID at the end of last year has revealed that 17% of Manor Royal employees live within a 15 minute walk of their work, however just 5% of employees walk into work. At the same time just 3% of employees cycle to work whilst 50% of all employees live within a 30 minute cycle ride. The Crawley Growth programme investment in cycle and pedestrian walkway enhancements in Manor Royal alongside upgrades to bus infrastructure will have the effect of changing commuting habits and modal shift away from the car. This will boost healthy living lifestyles by encouraging more exercise through active walking / cycling into work.

The Crawley Growth programme will also have a positive social impact for Crawley's workforce who commute into the Borough, by facilitating greatly the ability for them to come to work in Crawley by train via inter-modal bus, pedestrian and cycle connections, which will be greatly improved thanks to the Growth programme's public realm and transport infrastructure investments to be delivered at Crawley's 3 railway stations – Gatwick, Three Bridges and Crawley.

The Growth programme will deliver significant upgrades to Crawley bus station and major bus infrastructure improvements across the town centre and Manor Royal linking to Three Bridges and Gatwick railway stations. This will boost bus patronage, which in turn will also boost healthy lifestyles for Crawley residents and commuters and their productivity – thanks to WI-FI and USB connection point access on board the buses.

It is recognised that the infrastructure and regeneration schemes are likely to create some disruption, which will have a short term adverse impact – through strong and well co-ordinated partnership working, programme stakeholders, led by WSCC and CBC, will take action to mitigate the adverse impacts of the disruption, as explained in section 2.8.

3.8) The number of people and businesses positively impacted by the intervention?

Over 700,000 people live within Crawley's retail catchment and could benefit from improvements to Crawley Town Centre

Existing businesses will benefit from improvements to Crawley Town Centre

6,000 students currently attend Central Sussex College each week and will benefit from improved connectivity to the town

30,000 and 550 businesses are currently located in Manor Royal and will benefit from improvements at Manor Royal and key interchanges

2 million people currently use, and will benefit from improvements at, the Crawley Town rail station.

3.2 million people currently use, and will benefit from improvements at, the Crawley Town bus station.

3.2 million people use, and will benefit from improvements at, the Three Bridges Rail Station.

Users of the Gatwick Bus Interchange, Crawley's cycle network and Crawley's bus network will all benefit from the improvements.

The proposals will support the delivery of up to 2,000 additional homes in the town centre – an increased population of around 4,000 people who will benefit from improvements in the town centre.

The proposals will support the delivery of up to 11,000 new jobs at Manor Royal – these additional employees will benefit from improvements at Manor Royal and key interchanges.

3.9) Does the project have any follow on investment potential?

The Growth Programme will support private sector investment likely to exceed £750M. This represents the value of investment to be achieved by the mixed use regeneration of the following sites and the achievement of 7,000 jobs, 1,000 new homes and 135,000 square metres of new commercial space at the following regeneration sites across Crawley Town Centre and Manor Royal:

Station Gateway
 Town Hall site
 County buildings site
 Telford Place site
 Crawley college
 Nexus Parcel 1
 Nexus Parcel 2
 Nexus Parcel 3
 Northwood Park
 Churchill Court - Phase 1
 Churchill Court – Phase 2
 Churchill Court Phase 3
 Nova
 Former GSK site Former BOC Edwards site, Faraday Road
 Land at Jersey Farm
 Land at Crompton Way
 Elekta, London Road
 Forge Wood business centre

The Programme combines investment plans across a number of partners over the next 5 years. There is not currently sufficient funding available to deliver all of the projects identified. Further funding opportunities (central government funding, LEP funding, CIL) will be pursued to enable the package to be completed.

3.10) Skills projects only- How does this project increase the employability of learners, what sectors will the project impact and does this demonstrate the employment needs of the area?

3.11) Business and enterprise projects only- How does this project address business growth in terms of a 20% increase in turnover and jobs over the next 3-5 years.

3.12) Infrastructure and Regeneration and Housing projects only- Physical and aesthetical impact- Does the project make a positive and lasting contribution to the physical, human and cultural environment?

A key element of this project is the delivery of public realm and infrastructure improvements that will support a strong and diverse economy in the long term. The proposals will support a massive change in the offer of Crawley Town Centre supporting its new residents and meeting the objectives identified in the Crawley regeneration plan. The Growth programme will effect some radical changes to infrastructure that open up significant new opportunities for local residents and commuters to travel to work using sustainable modes of transport.

The Crawley Growth programme will deliver the following physical regeneration improvements which will deliver major benefits to sustainable development in Crawley, reducing congestion and pollution levels and boosting the use of sustainable transport modes, enhancing the quality of the living and business environment and strengthening sustainable jobs growth:

1. Sustainable transport infrastructure and highway upgrades to boost overall transport capacity and enable significant modal shift from car usage to bus, rail, cycling and walking alternatives.
2. Public realm transformation in Crawley town centre and in Manor Royal to upgrade the quality of the living environment and business environment and so attract higher quality new jobs / homes.
3. Major inter-modal connectivity enhancements at Crawley's 3 railway stations – Crawley, Three Bridges and Gatwick. This will greatly facilitate commuter access to Manor Royal via sustainable transport connections.
4. A catalyst for significant new Grade A commercial office space in the town centre's "Eastern Gateway" and for a new town centre business and jobs growth hub.

These changes will modernise and transform Crawley's infrastructure for 21st century sustainable living and working and will enable sustainable growth in homes, jobs and commercial space whilst uplifting quality of life experiences for Crawley residents. The impact on the town centre will be to replace the car dominated infrastructure and the significant severance therein with a newly integrated enlarged town centre, where the major regeneration sites on the periphery of the town centre are much better connected to the town centre core thanks to new "shared space" for pedestrians, cyclists and cars and to a significant uplift in the public realm.

3.13) If your project results in service and other improvements then please provide baseline data below.

| Metric | Baseline | | What the intervention will achieve | |
|---|--------------------|-------------|--|----------------|
| | Figure | Year | Figure | By when |
| Firm Investment Plans | | 2017 | £30m | 2020/21 |
| Additional Homes | 500 – 1,000 | 2030 | 1,000 – 2,000 additional homes in the Town centre | 2030 |
| Additional commercial floorspace | 65,000 | 2030 | 135,000 – 200,000 | 2030 |
| Additional jobs | 2,000 | 2030 | 7,000 – 11,000 | 2030 |
| | | | | |

4. The Commercial Case

4.1) Please provide details of your envisaged procurement route. Will your procurement trigger the OJEU process?

The Crawley Growth Programme includes a number of project schemes that will be delivered by a range of partners – as set out in Appendix A. The procurement processes will be implemented in accordance with the established policies of the individual partner organisations responsible for contracting the delivery of a scheme. Public / EU procurement rules will be followed and close working with the procurement teams across each authority will ensure that is achieved. The OJEU process will be triggered for some of the largest highways improvement and sustainable transport infrastructure schemes as their monetary values are likely to be in excess of the works thresholds.

The lead procurement body for each project is identified below:

| Schemes – Town Centre | Procurement Lead – Town Centre | Lead On |
|---|---------------------------------------|----------------|
| Queens Square – public realm and connectivity | CBC | CBC |
| Queensway – public realm and connectivity | CBC | CBC |
| Station Gateway – replacement rail station, bus station, bus improvements, public realm and connectivity | WSCC | WSCC |
| Eastern Gateway – public realm and connectivity | WSCC | WSCC |
| Town Centre Commercial Space Acquisition | WSCC | CBC |
| Cycle and pedestrian improvements – | CBC | |

| | | |
|--|---|---------|
| <p>improving connectivity in the Town for cyclists. Improvements incorporated in to all proposals.</p> <p>Bus improvements –</p> <ul style="list-style-type: none"> - service and fleet enhancement. - Bus priority incorporated in to all proposals. - Real Time Passenger Information improvements. - Bus waiting area improvements including Superhubs at bus station. | <p>Metrobus</p> <p>WSCC</p> <p>WSCC</p> <p>CBC</p> | |
| <p>Schemes – Manor Royal</p> <p>London Road - junction improvements. County Oak road improvements.</p> <p>Gatwick Road/Manor Royal – junction improvements. New bus lane. Gateway feature. Enhanced public realm.</p> <p>Highway resilience – resurfacing programme.</p> <p>Cycle and pedestrian – improved connectivity, safety and environment for pedestrians and cyclists. A cycle improvement plan has been developed and a number of priorities identified.</p> <p>Bus improvements –</p> <ul style="list-style-type: none"> - service and fleet enhancement. - Bus priority considered in all proposals. - Real Time Passenger Information improvements. - Bus waiting area improvements including Superhubs at key locations. <p>Information and marketing – outdoor media at 6 key locations. A package of proposals to, working with business, raise awareness and encourage use of sustainable transport options.</p> <p>Improved Connectivity</p> <ul style="list-style-type: none"> - Three Bridges Station - Gatwick Station | <p>Procurement Lead – Manor Royal</p> <p>WSCC</p> <p>WSCC</p> <p>WSCC</p> <p>CBC</p> <p>Metrobus</p> <p>WSCC</p> <p>WSCC</p> <p>CBC</p> <p>Manor Royal BID</p> <p>CBC</p> <p>Gatwick Airport Limited</p> | Lead On |

4.2) If private development partners will be required to deliver the project, at what stage are discussions/negotiations?

A number of projects will be delivered by development partners –

Station Gateway – Arora Developments will deliver 308 quality residential units, a replacement railway station, multi storey car park, business space. They will contribute over £3 million to highway and public realm improvements to better integrate the station with the Town Centre. Arora was granted outline planning permission in July 2016 and are currently in the process of agreeing heads of terms with Network Rail. The viability of this Station Gateway scheme is entirely dependent on the Crawley Growth programme and Local Growth Fund monies to invest in public realm and highways regeneration improvements to transform the living environment and greatly improve pedestrian and cyclist connectivity between Crawley railway station and the Town Centre core.

Town Hall – Crawley Borough Council is working in partnership with Westrock to redevelop the town hall site and adjacent decked car park on The Boulevard. A formal development agreement will be signed shortly and a planning application is being prepared by West Rock, who will also co-ordinate the delivery of the regeneration works on site. West Rock are contributing the car park site adjacent to the Town Hall which they own. The scheme will deliver around 220 residential units across the 2 sites, including a new Town Hall, 65,000 square feet of commercial office space, public realm improvements, commercial units and the infrastructure for a district heating network. Construction of the new town hall

and first phase of housing is expected to begin in Spring 2018. West Rock will programme manage delivery of this mixed use regeneration scheme, in partnership with Crawley Borough Council.

Telford Place – Crawley Borough Council owns the site and intends to redevelop it for approximately 200 residential units, potentially with some commercial space along the ground floor frontage. CBC is currently assessing various procurement routes to secure a development partner from the private sector. The Local Growth Fund investment in highway improvements and in improved public realm and pedestrian / cyclist connectivity between Telford Place and the town centre core, will significantly enhance the viability of the Telford Place scheme and the ability to attract a commercial developer.

Nexus – Surrey County Council as site owner and developer of this ex-Thales location on Gatwick Road, Manor Royal has secured planning consent for the whole site and the first development, a high specification B1 office building with an emergency operating centre is nearing completion. A further development of an office building and a specialist office /training facility has planning permission and an identified occupier. There is also planning consent on the site for 3 retail /café or restaurant buildings. The viability of these two additional consents are dependent on investment to tackle highways congestion and enhance sustainable transport infrastructure. Surrey County Council will invest over £1.2 million of funding in improvements to 3 roundabout junctions along Gatwick Road with their prime contractor Wilmott Dixon project managing the improvement works, as part of the Crawley Growth programme.

Northwood Park – Planning permission has been granted for 118,000 square feet of commercial space on the eastern side of Gatwick Road between the Manor Royal and Fleming Way roundabouts. Commercial Freehold Investments have agreed to make a S106 contribution of £370,000 towards highways improvements envisaged in the area as part of the Crawley Growth programme, which will help achieve scheme viability and the unlocking of business investment worth up to 750 additional jobs. The S106 agreement has been completed and agreed.

Metrobus projects – Metrobus is a key partner and their investment plans have been considered and aligned to maximise the growth opportunity outlined in the Growth Programme. They have identified over £13 million as a contribution to the Crawley Growth programme to upgrade the local bus fleet.

Gatwick Airport Ltd – GAL have committed £2.8 million of investment to improve the inter-modal interchange at Gatwick railway station and greatly enhance the connectivity for commuters transferring from rail / the airport to the local buses to access Manor Royal and Crawley Town Centre

Taylor Wimpey / Persimmon – the two Forge Wood housing developers will invest resources in the construction of a brand new cycle route linking Manor Royal to the Forge Wood neighbourhood and Three Bridges station. They will also invest in highways junction improvements at Hazelwick roundabout a key point of entry into Manor Royal.

4.3) Outline the procurement plan and timescales, including statutory and other consents.

The following Crawley Growth programme schemes will require public procurement, as part of the Crawley Growth programme:

Queensway Public Realm Improvement – Investment value, tender period: January to June 2018; Works: September 2018 to May 2019; (subject to planning permission and highways consent)

Station Gateway – I) Traffic calming and highways improvements, including new segregated cycle links and toucan crossings linking Crawley railway station to Crawley bus station County Mall; II) Public realm improvements and bus station upgrades to Friary Way and public realm upgrades – Station way
Tenders period - April to October 2019; Works; January 2020-March 2021 (subject to planning permission and highways consent)

Eastern Gateway – I) Traffic calming and highways improvements, including new toucan crossings and upgraded crossings on the Boulevard, College Road, Haslett Avenue East, Southgate Avenue II) Public realm improvements
Tender period – June 2018 to December 2018; Works February 2019 to January 2020

(Subject to planning permission and highways consent).

Town Centre Cycle and pedestrian improvements (semi-orbital off road cycle route from The High Street – The Boulevard intersection to Telford Place / toucan crossing to Station Way)

Phase 1 – The Boulevard – Tender period April to October 2018; Works January to May 2019;

Phase 2 – College Road – HAE – Southgate Avenue – Tender period January to June 2019; Works September 2019 to April 2020;

(subject to planning permission and highways consent)

Bus infrastructure improvements – Town Centre / Manor Royal – Three Bridges station – Gatwick Railway station – Tender period April to November 2017; Ongoing delivery January 2018 to March 2021;

(subject to planning permission and highways consent)

London Road junction improvements – TBA

Gatwick Road roundabout improvements – TBC

Highways resilience resurfacing programme – Tender and deliver works in 2017-18

Manor Royal business environment improvements – including upgrades to the cycle and pedestrian networks in priority areas –

Phase 1 Gatwick Road and surrounding area – Tender period July to December 2019; Works delivery – January 2020 – October 2020;

Phase 2 London Road, County Oak and surrounding area – Tender Period January to June 2020; Works Delivery September 2020 to March 2021

(subject to planning permission and highways consent)

Sustainable Transport – Information and Marketing Infrastructure – to be led by Manor Royal BID
- Manor Royal BID procurement policies are in place (not public procurement).

Three Bridges Railway station – public realm and transport connectivity improvements –

Phase 1 – Station Forecourt - Tender period – September 2018 to February 2019; Works Delivery - June 2019 to May 2020; (Subject to planning permission and highways consent)

Phase 2 – Eastern Access – Tender period – July 2019 to December 2019 Works delivery: January 2020 to March 2021

(subject to planning permission and highways consent)

Gatwick Railway station – public realm and transport connectivity improvements

Tender period; 2017-18 Works Delivery Summer 2017 to Summer 2018.

Detailed procurement plans will be developed for each proposal. A number of existing term contractor arrangements are in place to support delivery.

4.4) How will the project contribute towards social value?

Social value benefits will be a key criterion as public procurement progresses across the Crawley Growth programme and it will be linked to our overall programme outcomes, as follows:

- The Crawley Growth programme will contribute hugely towards social value to Crawley's economy and community and to the broader economic growth, homes and job creation to benefit the Coast to Capital area as a whole.
- By transforming the business environment and greatly improving transport capacity in Manor Royal our programme will enable the development of 101,877 square metres (over 1 million square feet) of new commercial space on 12 key regeneration sites across Manor Royal by

2030, which will yield over 5,000 additional jobs.

- The Crawley Growth programme investments in Crawley Town Centre are crucial to the viability of the its regeneration opportunity sites – Station Gateway, Telford Place, County Buildings and the Town Hall – and will unlock the successful delivery of 1,000 additional residential units, 225,000 square feet of Grade A commercial space (21,000 square metres) and 1,500 jobs. These interventions will act as a catalyst for significant new Grade A commercial office space in the town centre’s “Eastern Gateway”, and for a new business and jobs growth hub. They will complement the aspirations of the soon to be merged Crawley College and strengthen links with business. The Station Gateway site already has outline planning permission for 308 high quality flats and a brand new railway station, however the developer’s own viability assessment, examined by an independent District Valuer, makes it very clear that this regeneration scheme would not be commercially viable and would definitely not happen without Local Growth Fund investment.
- Our Crawley Growth programme will implement infrastructure improvements and physical regeneration at the three railway stations (Three Bridges, Gatwick, Crawley) in order to enhance greatly rail user connectivity to the buses and to cycle and pedestrian routes. We will transform the public realm environment in order to enhance the quality and reliability of the commuter experience in transferring from rail onto buses and cycle / pedestrian routes to take them to work at Manor Royal or in Crawley Town Centre

The above benefits will allow Crawley’s economy to continue to grow sustainably and to generate significant numbers of new homes, jobs and additional economic output, which will hugely benefit local residents and enable them access to high quality 21st century transport and public realm infrastructure as well as an array of exciting job opportunities.

4.5) Please provide a detailed explanation of how your project is State Aid compliant and how you came to that opinion?

Our Crawley Growth programme is State Aid compliant because there will be no funding investment directly in regeneration sites owned or being developed out by private sector developers. The Growth programme investment will focus solely on public infrastructure assets – such as sustainable transport infrastructure and on the public realm. These infrastructure transformations will benefit Crawley’s entire economy and commercial interests across Crawley and will not benefit a particular business or a group of business interests to the exclusion or detriment of others.

Our Growth programme will therefore provide no direct competitive advantage to individual business interests over others – on the contrary the infrastructure investment will enhance overall general business competitiveness and will stimulate market investment.

5. The Financial Case

5.1) what is the estimated total project cost and the amount of LGF being applied for? **Please complete the funding breakdown tab in the supporting excel spreadsheet.**

| Schemes | 16/17 (£m's) | 17/18 (£m's) | 18/19 (£m's) | 19/20 (£m's) | 20/21+ (£m's) | Total |
|---|-----------------|-----------------|-----------------|-----------------|------------------|--------------|
| CONFIRMED WSCC FUNDING | | | | | | |
| Queens Square (QS) | | 1.500 | | | | 1.500 |
| Haslett Avenue corridor signal improvements (HAS) | | 0.103 | | | | 0.103 |
| CONFIRMED WSCC FUNDING TOTAL | 0.000 | 1.603 | 0.000 | 0.000 | 0.000 | 1.603 |

| | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|---------------|
| | | | | | | |
| CONFIRMED LGF | | | | | | |
| Queens Square (QS) | 1.500 | 0.000 | | | | 1.500 |
| Haslett Avenue corridor signal improvements (HAS) | | 0.687 | | | | 0.687 |
| RTPI- New installs and upgrade | | 0.900 | 0.000 | | | 0.900 |
| CONFIRMED LGF TOTAL | 1.500 | 1.587 | 0.000 | 0.000 | 0.000 | 3.087 |
| | | | | | | |
| CONFIRMED CBC FUNDING | | | | | | |
| Queensway | | | 1.100 | | | 1.100 |
| Three Bridges Station | | | | 1.500 | | 1.500 |
| CONFIRMED CBC FUNDING TOTAL | 0.000 | 0.000 | 1.100 | 1.500 | 0.000 | 2.600 |
| | | | | | | |
| DEVELOPER FUNDED | | | | | | |
| Station Gateway - Arora | | | | | 3.300 | 3.300 |
| Sustainable transport infrastructure - Gatwick Road | | | | | 1.200 | 1.200 |
| DEVELOPER FUNDED TOTAL | 0.000 | 0.000 | 0.000 | 0.000 | 4.500 | 4.500 |
| | | | | | | |
| CONFIRMED S106 ALLOCATION | | | | | | |
| Three Bridges Station | | | 0.394 | | | 0.394 |
| RTPI- New installs and upgrade | | 0.135 | | | | 0.135 |
| Queensway (Memorial Gardens + TC signage) | | | 0.250 | | | 0.250 |
| CONFIRMED S106 TOTAL | 0.000 | 0.135 | 0.644 | 0.000 | 0.000 | 0.779 |
| | | | | | | |
| GATWICK AIRPORT FUNDED | | | | | | |
| Gatwick Station bus interchange improvements (GALBI) | 0.450 | 0.280 | 1.580 | 0.490 | | 2.800 |
| GATWICK AIRPORT FUNDED TOTAL | 0.450 | 0.280 | 1.580 | 0.490 | 0.000 | 2.800 |
| | | | | | | |
| METROBUS FUNDED | | | | | | |
| Manor Royal and Town centre - Bus Improvements | 4.450 | 1.774 | 1.608 | 4.830 | 1.030 | 13.692 |
| METROBUS FUNDED TOTAL | 4.450 | 1.774 | 1.608 | 4.830 | 1.030 | 13.692 |
| | | | | | | |
| CONFIRMED MR BID & WSCC FUNDED | | | | | | |
| Outdoor media (MROM) | | 0.166 | | | | 0.166 |
| CONFIRMED MR BID & WSCC FUNDED - TOTAL | 0.000 | 0.166 | 0.000 | 0.000 | 0.000 | 0.166 |
| | | | | | | |
| POTENTIAL WSCC, LGF, CBC OR BID FUNDED | | | | | | |
| Queensway (QW) | | 0.200 | 0.600 | 0.300 | | 1.100 |
| Station Gateway (SG) (note 44% optimism bias) | | 0.317 | 0.580 | 1.372 | 3.008 | 5.277 |
| Eastern Gateway (EG) (note 44% optimism bias) | | 0.501 | 0.918 | 2.171 | 4.759 | 8.349 |
| Investment in securing Grade A Commercial Space (CS) | | 6.000 | | | | 6.000 |
| Cycling | | 0.250 | 0.850 | | | 1.100 |
| Bus Improvements | | | | | 0.100 | 0.100 |
| County Oak / London Road / Gatwick Road | | 0.104 | 0.190 | 0.449 | 0.984 | 1.727 |
| Sustainable transport infrastructure - London Road | | | 0.000 | | | 0.000 |

| | | | | | | |
|--|--------------|---------------|---------------|---------------|---------------|---------------|
| Sustainable transport infrastructure - Gatwick Road | | | | | 0.000 | 0.000 |
| Three Bridges- Worth Park Avenue cycleway (WPA) | | 0.500 | 0.100 | | | 0.600 |
| Highway Improvements/IWP | | 0.480 | | | | 0.480 |
| Wardens (MRW) | | 0.100 | 0.100 | 0.100 | 0.300 | 0.600 |
| Manor Royal BID –Promote and influence activities (MRPI) | | 0.021 | 0.039 | 0.039 | 0.118 | 0.217 |
| Manor Royal BID- Trade and Save activities (MRTS) | | 0.063 | 0.034 | 0.034 | 0.104 | 0.235 |
| Manor Royal Bid- Manage and Maintain (MRMM) | | | 0.260 | 0.260 | 0.779 | 1.299 |
| Manor Royal Bid – Wider infrastructure and facilities | | 0.252 | 0.070 | 0.070 | 0.213 | 0.605 |
| Superhubs | | | 0.300 | | | 0.300 |
| Mobility Platform | | 0.100 | | | | 0.100 |
| Cycling | | 0.150 | 0.850 | 0.760 | 0.165 | 1.925 |
| Three Bridges Station | | | | | 1.000 | 1.000 |
| Bus Shelter installations | | | 0.105 | | | 0.105 |
| Road Space Audit | | 0.060 | 0.100 | 0.100 | 0.100 | 0.360 |
| POTENTIAL WSCC, LGF OR CBC FUNDED - TOTAL | 0.000 | 9.098 | 5.096 | 5.655 | 11.630 | 31.479 |
| | | | | | | |
| TOTALS SUMMARY | | | | | | |
| CONFIRMED WSCC FUNDING TOTAL | 0.000 | 1.603 | 0.000 | 0.000 | 0.000 | 1.603 |
| CONFIRMED LGF TOTAL | 1.500 | 1.587 | 0.000 | 0.000 | 0.000 | 3.087 |
| CONFIRMED CBC FUNDING TOTAL | 0.000 | 0.000 | 1.100 | 1.500 | 0.000 | 2.600 |
| DEVELOPER FUNDED TOTAL | 0.000 | 0.000 | 0.000 | 0.000 | 4.500 | 4.500 |
| CONFIRMED S106 TOTAL | 0.000 | 0.135 | 0.644 | 0.000 | 0.000 | 0.779 |
| GATWICK AIRPORT FUNDED TOTAL | 0.450 | 0.280 | 1.580 | 0.490 | 0.000 | 2.800 |
| METROBUS FUNDED TOTAL | 4.450 | 1.774 | 1.608 | 4.830 | 1.030 | 13.692 |
| CONFIRMED MR BID & WSCC FUNDED TOTAL | 0.000 | 0.166 | 0.000 | 0.000 | 0.000 | 0.166 |
| POTENTIAL WSCC, LGF (phase2), CBC OR BID FUNDED - TOTAL | 0.000 | 9.098 | 5.096 | 5.655 | 11.630 | 31.479 |
| TOTAL SUMMARY | 6.400 | 14.643 | 10.028 | 12.475 | 17.160 | 60.706 |

| Year | Total project cost | LGF | Match Funding |
|--------------|--------------------|-----------------------------------|----------------|
| 16/17 | £6.4m | £1.5m (phase 1) | £4.9m |
| 17/18 | £14.643m | £5.25m (including phase 1 £1.59m) | £9.21m |
| 18/19 | £10.028m | £3.66m | £6.368m |
| 19/20 | £12.475m | £3.66m | £8.815m |
| 20/21 | £17.160m | £3.66m | £13.5m |
| Total | £60.706m | £17.73m | £42.98m |

LGF will only be allocated to capital project expenditure.

5.2) Please set out the project costs using summary spend areas in the table below. LGF will only fund capital expenditure.

See above.

5.3) Please provide a Net Present Value cash flow analysis for each of the options. Workings should be included as an appendix.

| Options | NPV |
|-----------------------------------|-----|
| Do nothing, minimum or status quo | |
| Proposed option | |
| Alternative option | |

Please detail your project assumptions and discount rate used-

Proposed option unlocks £750 million of regeneration investment in new homes and commercial space, facilitated by the £61 million infrastructure investment by the Crawley Growth programme.

A more limited regeneration investment is conceivable without any public funding interventions to improve the infrastructure, however this is more than likely to be offset by loss of business and jobs, caused by the failure to address the congestion and business environment issues.

Appendix C includes details of the economic assessment of the major public realm and highway proposals. This indicates an NPV of £18.367m.

The increased economic output of the additional 11,000 jobs identified is £629m (11,000 jobs @ £57,200 per job – average productivity per Crawley based worker).

5.4) Please detail how the project offers value for money. You should look to address the following. Cost per job, cost per home, deadweight, displacement, benefit cost ratio and any other evidence of value for money.

LGF investment will secure 7,000 – 11,000 new jobs - £1,327 - £2,085 per job
The same investment will deliver 1,000 – 2,000 additional homes - £7,300 - £14,600 per home.

The level of displacement will be minimal since the new homes and commercial space to be generated will be responding to a major shortage in Crawley (the Local Plan defines the Borough's residential need as being 10,000+ units; there is just 4,700 of available Grade A built out commercial space in Crawley). It is very unlikely that suitable alternative accommodation or equivalent would be found in the area.

The deadweight for this project intervention is very low because the additional outcomes in homes, jobs and commercial space could not be made viable without the capital investment in sustainable transport infrastructure and public realm transformational improvements in Crawley Town Centre and Manor Royal.

Assessment of key public realm and highway schemes shows a benefit cost ratio of 2.54. This may be further improved when the combined effects of the schemes are examined in more detail.

DfT guidance on Value for Money Assessment which defines a five point range from Low to Very High, would suggest that the combined schemes offer High Value for Money and should therefore proceed. Details of the assessment are provided in Appendix C.

The Crawley Growth programme will offer excellent value for money, because not only will it create the

conditions for up 7,000+ new jobs and at least 1,000 new town centre homes, it will also transform the state of the business environment and so consolidate the presence of major businesses in Manor Royal. Without the Growth programme investment, there is a real existential threat to the presence of the high value business cluster in Crawley. Through the extensive survey undertaken by the Manor Royal BID, businesses have made it clear that congestion and the poor quality business environment are a real threat to their long term operation in Crawley.

5.5) Please confirm the VAT status of the delivery body that would be in receipt of LGF. If VAT is irrecoverable on this project please state why.

The VAT status of West Sussex County Council, the lead delivery body is that they can recover 100% of VAT from direct contract expenditure since they have the status of a local authority. The same applies to Crawley Borough Council. The private sector partners listed above will not be able to recover VAT.

5.6) How will the project be sustained financially after the investment of LGF is completed?

This programme partnership will take full account of the management of maintenance costs going forward and this will be clarified and agreed in the forthcoming partnership agreement, which will be signed off by partners.

6. The Management Case

| | |
|---|---------------------------|
| 6.1) In which financial year do you expect your project to commence? | 2017/18 |
| 6.2) What is your expected on-site start date? | 1 September 2017 |
| 6.3) In which financial year do you expect your project to complete? | 2020/21- 31 March 2021 |

6.4) Please set out the key milestones related to the project in the table below, adding more rows if necessary. Please attach a project plan as an appendix if one is available.

See section 4.3.

6.5) Please set out the project management arrangements that will be used to successfully manage the project to time and budget.

West Sussex County Council, as lead partner, will undertake the management and co-ordination of the Crawley Growth programme. This will involve the overall co-ordination of schemes across the programme and close monitoring of the programme delivery schedule, the overall budget / finance management of the programme, the compilation of quarterly progress reports for the LEP and the staging and servicing of the Crawley Growth programme delivery Steering Group, which will meet every three months.

At key stages in the delivery of the Crawley Growth programme, the Steering Group, particularly in periods of more intensive scheme preparation and works delivery, will reserve the right to meet on a more regular basis, possibly monthly on occasions.

The programme delivery schedule will be sub-divided into specific schemes, each of which will have delivery schedules with clear timelines, milestones and deliverables mapped out. Each of these scheme schedules will highlight where management of schemes is devolved to individual partners, who will appoint project leads, that will report on a regular basis on progress to WSCC and to the Steering Group.

In order to reinforce the integrated management and delivery of the Crawley Growth programme, West Sussex County Council, Crawley Borough Council, Manor Royal BID and partners will draw up and sign a partnership agreement, which will clarify delivery goals and outputs each will be required to achieve in return for the funding / contract with the LEP. WSCC will be the lead / accountable body for the LEP finances and so the partnership agreement is essential in order for WSCC to hold other partners to account for scheme delivery and for partners to hold WSCC for their successful delivery of the programme lead body role and their role as scheme delivery lead in some circumstances. The partnership agreement will also highlight expenditure eligibility and scheme delivery timelines and will commit partners to

delivering schemes in accordance with the agreed delivery schedules, which will accompany the partnership agreement.

A Growth Deal is already in place to secure the way that WSCC and CBC will work in partnership to deliver growth. The Deal is signed by the Leaders of each authority.

A Programme Delivery Team is already established and this will be expanded to form the Growth Programme Delivery Steering Group, bringing on board all partners. All delivery partners will be part of the Delivery Team. Project and Programme reporting will be monitored through the Delivery Steering Group. The Delivery Steering Group will escalate issues to the Crawley Growth Board. The Growth Board includes key senior officers (Chief Executive and Executive Directors) who will be able to re-allocate resources to ensure delivery if required. The C2C LEP will be invited to participate on the Crawley Growth Board, which will meet quarterly to monitor overall progress with Crawley Growth programme delivery.

WSCC have appointed a Growth Programme Delivery Manager who will, working with partners, ensure that the Programme is co-ordinated within WSCC and with partners.

Individual projects will be progressed through appropriate governance as required by the responsible authority.

6.6) Please set out the project roles and responsibilities.

As above.

6.7) Please explain what governance, oversight and accountability arrangements will be put in place if your project is awarded Local Growth Funding.

As above.

6.8) Please set out the strategy and plan for communications and stakeholder management?

A Communications plan will be agreed as an integral part of the programme partnership agreement and approved by the Crawley Growth Board, which will comprise senior representatives of all partner organisations.

6.9) Please set out the strategy and plan for dealing with the management and delivery of benefits.

Benefits will be tracked and reported through the Delivery Team and the Growth Board.

Quarterly highlight reports will be produced.

6.10) Please set out the arrangements for a post project evaluation.

Project completion and learning reports will be developed for all projects and the wider programme.

Recommendation/ Declaration

Recommendation- please state clearly the recommended action this business case supports.

Declaration:

I certify that the information provided in this Outline Business Case is complete and correct at the time of submission.

| | |
|--------------------|---|
| Signature: | Duncan Barratt |
| Print Name: | Duncan Barratt |
| Title: | Strategic Manager, Economy, West Sussex County Council |
| Date: | 4th July 2017 |

Before submitting your Business Case ensure you have all the required supporting documentation:

- **One electronic copy of the business case template, signed and dated**
- **Excel Spreadsheet**
- **Any other Supporting documents and evidence required**