

## **Coast to Capital Local Industrial Strategy Programme**

### **Project Initiation Document – Gatwick 360° Priorities**

#### **Purpose**

This Project Initiation Document will be used by the Programme Manager to set the overall scope and purpose of the Coast to Capital Local Industrial Strategy programme. It also sets the context for each of the individual priority work streams to scope their own project with the oversight of the Programme Group.

The PID will be used to monitor progress against the actions set out in *Gatwick 360°*, as well as any further commitments set out as part of the LIS negotiation. Variations from agreed scopes at a later date will need to be reviewed and approved by the Programme Group.

#### **Scope**

Coast to Capital's Strategic Economic Plan 'Gatwick 360°', identified Priority 1: Deliver Prosperous Urban Centres, which highlights the importance of urban centres to help develop a more sustainable economic base for our area.

Coast to Capital is currently preparing its Local Industrial Strategy (LIS) that will set out our region's economic growth and productivity potential, together with supporting infrastructure needs. The ambition for Priority 1 within the LIS is to '*identify a shortlist of towns and localities with ambitions for transformational development and economic growth, prioritising funding for them*'.

To inform this work, we are examining the funding intervention requirements to ensure that future infrastructure needs within the towns and communities around Gatwick and the Coast to Capital area can be identified and prioritised, to support their continued vibrancy as a network, whilst offering new employment and commercial growth opportunities.

To thoroughly conduct this piece of work, the Priority 1 workstream can be divided into a number of project areas which aim to deliver on the following actions from those set out for delivery between 2018 and 2020:

#### **Establish a priority list of urban centres with a clear vision for sustainable economic growth and prosperity.**

To identify and prioritise urban centres/ areas which require intervention, we will be commissioning an external expert (Hatch Regeneris) to undertake a town centre prioritisation process and data analysis for each Local Authority. This will be a robust piece of work that will specifically help Coast to Capital to deliver the LIS and to determine areas that require funding intervention or other support in order to help Local Authorities meet their local plans.

Regeneris will be starting this piece of work in June 2019, and will develop an analysis framework with key criteria to enable the prioritisation process. Firstly, they will use baseline indicators to firstly identify key strengths, weaknesses, opportunities and threats within each area. This will have a specific focus around productivity and to what extent the plans could impact on the area, in addition to the wider place-based products as shown below;

<b>Product areas</b>	<b>Local Authorities</b>
1. Identification of Gatwick to London growth corridor	Croydon Crawley GLA area
2. Development of towns around Gatwick airport	Mole Valley Reigate & Banstead Tandridge Epsom & Ewell Crawley Mid-Sussex Horsham
3. The growth of our coastal communities	Arun Worthing Adur Brighton & Hove Lewes Mid-Sussex Crawley
4. The potential for our rural areas	Chichester Horsham Arun Mole Valley

For transparency, Coast to Capital will look to host a briefing workshop with all Local Authorities to ensure we can guide our key stakeholders through the process, provide clarity on timescales (including the schedule of site visits/areas to meet with), and to summarise the criteria that will be used to analyse information and plans for each area. This would be jointly chaired by Hatch Regeneris and David Joy (Coast to Capital Board Member & recently retired CEO of London & Continental Railways).

All Local Authorities will receive a written letter explaining the timescale and process and informing them of the above workshop date. For Local authorities who require further clarity or have any further questions, then we can arrange telephone calls with the SRO or COO in advance of the workshop.

Following this meeting, Local Authorities will be asked to formally submit urban centre masterplans, or relevant plans to Coast to Capital and Regeneris to allow the start of the analysis and prioritisation process. To ensure a robust evidence base and the required information is gathered for the analysis, Hatch Regeneris will be looking to meet with each Town Centre, to include site visits, and also a meeting with each 'Upper Tier' authority.

The analysis of each town centre will not only align with Priority 1, but the criteria will also have some broader areas to help inform some of the other Gatwick 360 Priorities.

The analysis will result in detailed reports that will enable us to feed into the drafting of the LIS. This will include scheduled feedback meetings with Regeneris to facilitate reporting of early findings and to sign and approve the next tasks/ payments. The findings and reports will be presented at various stages to include the SRO, the Programme Group, and the Coast to Capital Board.

In addition, there is a small pot of unallocated LGF funding (subject to the Investment Committee approval) which could be utilised for any 'quick wins' that are presented as part of the findings, and again funding allocation would be looked at through the 4 x product areas listed above.

Another element of delivering this action is the ongoing discussions being had with Local Authorities which border Gatwick with the aspiration to develop the Communities around Gatwick. This will initially involve the bringing together of local authorities and County Council's with land and planning interests for an exploratory discussion.

The discussion will take the form of another workshop that will examine the appetite and potential collaboration opportunities for setting out to Government, through the Local Industrial Strategy, a costed plan for investment in infrastructure and interventions that support our towns to continue to be sustainable. The overarching purpose behind the initial exploratory meeting will be to establish whether there is a consensus on the need for investment and joint planning of infrastructure across our network of communities, together with new sustainable employment and commercial opportunities around Gatwick to meet the demands being created by population and housing growth within the region. This work would also include looking at the sustainable transport needs and investments required to ensure the network of communities is truly connected.

The workshop will be chaired by David Joy (Coast to Capital Board Member & recently retired CEO of London & Continental Railways) and informed by several external speakers. The meeting will be conducted under 'Chatham House' rules.

#### **Develop a business case for dedicated Government funding to deliver this vision.**

The first action above, and commissioned piece of work undertaken by Hatch Regeneris will enable Coast to Capital to develop a business case that will truly reflect areas which should be prioritised and that require funding interventions in order to deliver this vision.

#### **Support regeneration work to deliver local plans across the area, helping to attract direct and indirect funding to increase housing numbers.**

The Commissioned piece of work that will be undertaken by Hatch Regeneris, to analyse urban masterplans and town centre plans, will highlight a priority list of areas which require support from Coast to Capital in relation to regeneration work, but will also help to strengthen our case for further investment to help increase housing targets (specifically within these urban centres and high streets).

A part of the analysis will be to explore existing local plans and those in development, and to understand how Coast to Capital can effectively support Local Authorities to deliver the plans and regeneration work.

#### **Intensive support for local authorities and developers to resolve issues as part of delivering local plans.**

The Commissioned piece of work to analyse urban masterplans should highlight Local Authorities which require intensive support from Coast to Capital to resolve key issues in delivering local plans, specifically relating to provision of infrastructure and other support to deliver local plans.

**Close work with all partners, particularly Homes England, to identify opportunities to meet Government housing targets.**

Whilst the work commissioned to Regeneris will focus on supporting the creation of prosperous urban centres and associated new employment opportunities, this activity should inform Coast to Capital on housing supply vs demand against the requirement set out in the Local Plans, and enable the LEP to assist local authorities deliver housing target numbers across the region.

We will therefore seek from local authorities information regarding the impact on housing numbers linked to required investment proposals. This will enable us to clearly articulate the impact of infrastructure investment requirements on housing numbers and able to demonstrate the net impact accordingly.

We will communicate to local authorities the following LEP position on housing and infrastructure:

*The LEP is keen to support authorities that propose to deliver increased housing numbers and particularly those who strive to meet their objectively assessed need based upon the latest NPPF calculation methodology. In achieving this aim the LEP is keen to understand the infrastructure requirements necessary to achieve housing targets and understand the financial requirement to deliver the necessary infrastructure, to allow an assessment of value for money ie £/ housing unit required.*

In addition to this, Coast to Capital will aim to have regular dialogue with Homes England initially through quarterly 1-2-1 meetings. This will form part of the wider government engagement around the LIS development, and our engagement/dialogue with Homes England can feedback early findings from the Regeneris piece of work.

**Project Team**

*Identify members of the project team. Identify frequency/dates of project team meetings*

Name	Role	Responsibilities	Meetings
David Joy	Board Sponsor	Responsible for providing leadership and guidance on the delivery of Priority 1.	<ul style="list-style-type: none"><li>• Bi-Weekly meetings with SMT lead and PM.</li><li>• A schedule of meetings with Local Authorities, and key stakeholders.</li></ul>
Anthony Middleton	Project Lead (SMT or other)	Responsible for the Oversight of Priority 1 'Delivery of Prosperous Urban Centres'.	<ul style="list-style-type: none"><li>• Bi-Weekly meetings with Board Sponsor</li><li>• Weekly meetings with PM.</li><li>• A schedule of meetings with Local Authorities, and key stakeholders.</li></ul>
Cali Gasson	Project Manager	Responsible for managing the Delivery and Monitoring of Priority 1 'Delivery of Prosperous Urban Centres'.	<ul style="list-style-type: none"><li>• Bi-Weekly meetings with Board Sponsor</li><li>• Weekly meetings with SMT Lead.</li></ul>
Hatch Regeneris	Commissioned Company	Responsible for conducting analysis and reporting findings on Masterplans in order to attain a priority list of urban centres.	<ul style="list-style-type: none"><li>• Initial meeting in May with Board Sponsor, SMT lead and PM to discuss the project brief.</li><li>• A schedule of meetings to be arranged with each</li></ul>

## **Stakeholder engagement**

A successful 'Big Debate' event has already taken place in February 2019.

Key stakeholders include:

- **Local Authorities**
- **Area Partnerships**
- **DfT**
- **Homes England**
- **Gatwick Airport**

The PM will be setting up various engagement meetings and events with key stakeholders leading up to the consultancy piece of work as highlighted within the project plan.

Any other engagement activity will be updated as soon as available.