

## 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°*, identifies the importance of improving our wider transport infrastructure, particularly rail services and upgrading our major roads. This is set out in Priority 6, Promote better transport and mobility, which states as its ambition for the LIS negotiations that we will lead on lobbying for investment in state of the art digital railway through investment in the Brighton Mainline and Crossrail 2. We will also actively support the creation of Transport for the South East to bring further funds to roads and railways across our area.

**This project aims to deliver on the following actions from those set out for delivery between 2018 and 2020:**

Build a strong area-wide consensus in support of the growth of Gatwick airport within its existing capacity

Coast to Capital continues to support Gatwick Airport as the area's biggest employer in the region and catalyst for growth. This project includes focused rather than general lobbying following publication of Gatwick Airport's draft masterplan for the growth of Gatwick airport.

Continue our area-wide campaign for investment in the Brighton main line at Croydon

Coast to Capital continues its campaign through the Brighton Mainline Alliance. This project includes commissioning research on the non-transport benefits of the scheme to the wider area. However, recent developments have highlighted that the biggest risk to project delivery is currently design scope and funding rather than project support. Consideration also needs to be given to supporting the

determination of the funding model for this project as the Department for Transport has been clear that their expectations are for private funding contributions.

Help Transport for the South East (TfSE) in its bid to become a Sub-national Transport Body and to develop a transport strategy for the wider region, advocating for projects relevant to our area

Coast to Capital is an active supporter of TfSE and is involved in the development of its transport strategy. Issues have been raised in relation to its plans in relation to bus franchising and governance challenges have meant that further alignment with the LIS process is required. Engagement with TfSE is not the focus of this project; however, we will continue to promote our mega projects for inclusion in their strategy.

Strongly support the development of Crossrail 2, which will support growth in Epsom and East Surrey

This action is out of scope for this project due to resource focus, prioritisation and the timescales Crossrail 2; however, will be referenced in the LIS.

Develop opportunities for piloting and roll out of zero-emission vehicle infrastructure

This action is out of scope.

**We will also bring forward an action set out for delivery over 2020 – 2030:**

Strongly support the growth of Gatwick Airport, within its existing footprint, in line with the Government’s aviation strategy

Following the publication of the Gatwick Airport masterplan Coast to Capital is able to focus its messaging on our support for the growth of Gatwick Airport. We are also planning to respond to the Government’s consultation on the aviation strategy.

### Project Focus

This project is focused on two regional mega-projects.

Regional Mega-project	Alignment with Place-based Products	Actions
Support of the Gatwick Airport Masterplan	<ul style="list-style-type: none"> <li>• Gatwick to London Growth Corridor – essential</li> <li>• Development around Gatwick – essential</li> <li>• Coastal – supportive</li> <li>• Rural – supportive (?)</li> </ul>	Project involves continued lobbying support for the masterplan
Support the BML upgrade at Croydon	<ul style="list-style-type: none"> <li>• Gatwick to London Growth Corridor – essential</li> <li>• Development around Gatwick – essential</li> <li>• Coastal – supportive</li> <li>• Rural – supportive (?)</li> </ul>	Project involves commissioning research on the wider non-transport benefits of the scheme and continued lobbying support for investment in the

		Brighton Mainline at Croydon
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This project aligns with and facilitates potential large scale public investment projects led by other priority areas. This is not included in this project but included here for reference.

Large scale public investment project	Alignment with Place-based Products	Actions
Addressing transport infrastructure gaps identified as part of LIS process	<ul style="list-style-type: none"> <li>• Gatwick to London Growth Corridor – unclear</li> <li>• Development around Gatwick – essential (tbc)</li> <li>• Coastal – supportive (tbc)</li> <li>• Rural – supportive (?)</li> </ul>	<ul style="list-style-type: none"> <li>• Identify transport schemes through Local Growth Fund underspend call</li> <li>• Identify transport schemes through other Gatwick 360° priority work</li> </ul>

## Project Team

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

Name	Role	Responsibilities	Meetings
Martin Harris	Board Sponsor	Leadership	Ad hoc
Katie Nurcombe	Project Lead (SMT or other)	Project delivery	
tbc	Project Manager		
Jonathan Sharrock	Project Support	Senior stakeholder engagement (Gatwick CEO etc)	
Ben Craig (NR) Paul Stone (DfT) Cav Elithorne (DfT) Heather Cheeseborough (Croydon Council)	Other project team members (inc. subject matter experts)	Input	Ad hoc

Team set up and resource requirements is subject to the scale of the ambition for this priority area which needs to be discussed by the Programme Group. Reasonable lobbying and supportive activity can continue within resources. However, depending on agreed activity in relation to large scale public investment projects more team resource will be required including a project manager. This could be met by

secondments from partners if agreed, however, time constraints mean this could be difficult to secure at this point in time.

## **Stakeholder engagement**

### **Air Rail Partnership Board**

It has been proposed that the Air Rail Partnership Board is refocused to lead on promoting opportunities for transport investment in the area. It will provide us with support for the two transport mega-projects identified for inclusion in the LIS, supporting the Gatwick Airport Masterplan and the Brighton Mainline upgrade at Croydon. Our ambition is for it to also identify and facilitate other short-term investment opportunities to meet transport challenges across the region.

It includes a number of the key stakeholders central to this priority including senior representatives from Gatwick Airport, Network Rail and other relevant transport groups. It is also proposed that this Board also includes a representative from TfSE. This will be a key group to drive forward work on this priority and also for engagement on a senior stakeholder level.

Individual engagement will be scheduled with:

- **Gatwick Airport Ltd**
- **Network Rail**
- **Croydon Council**

Other stakeholder groups which will be engaged with include:

- **Transport leads in Local Authorities**
- **TfSE**
- **GATCOM**

Department for Transport engagement should be considered as part of the Local Industrial Strategy negotiation and coordination is required with the LIS programme.