

## 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 the importance of building a strong national and international identity for the area. This will be delivered through Priority 8 ‘Build a strong national and international identity’, which states as its ambition for the LIS negotiations that we will lead development of strategy for increasing international and domestic investment in our area, reflecting the business strengths, natural environment and cultural offer.

Building a strong national and international profile will encourage investment in the area which will help improve productivity, introduce innovation and help build a sustainable area. In order to do build the identity Coast to Capital will need to avoid generic sector propositions and focus on the sectors in which there is real and identifiable competitive advantage. We need to build on the evidence base that exists recognising that the current evidence is rather too generic when it comes to key sectors.

We will further define our sub sectors through the lens of the follow four product areas:

Product areas	Local Authorities
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

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

Identify relevant gaps in our business infrastructure which hold back domestic and Foreign Direct Investment in the area, such as conference facilities and hotels.

This will link to Priority 2 – but where that priority will focus on the demand for, availability and pipeline of business space the research undertaken for Priority 8 will assess the key decision making drivers for investing businesses including the availability of conference space and hotels.

The proposed research will be a deep dive into available local data to identify the barriers potential investors experience when enquiring about investing in the Coast to Capital area. This research will analyse the specific requirements of investors including non-business space infrastructure (e.g. conference centres and hotels), education establishments, the quality of life and business connections. This work will be completed as part of research commissioned under Priority 2.

Beyond March 2020 we may look to purchase FDI tools, such as Zoom prospector to help monitor inward investment requirements.

This project will also review FDI business infrastructure in order to identify gaps and strengths in our infrastructure including broadband and transport connectivity. This research will be collated from various research projects from priorities, 1, 2, 6 & 7.

Additionally, Coast to Capital has been chosen to take part in a Growth Hub – HMRC data pilot. This pilot uses HMRC data to assess the impact of Growth Hub services on the business users. The findings will be compared with HMRC data of businesses who do not use the Growth Hub service to illuminate the added value of the service. This will link closely with the University of Sussex research as they will be using similar databases.

Work with partners to develop a strategy to promote trade and Foreign Direct Investment in the area.

This project will form the basis from which to develop a strategy to promote trade and foreign direct investment across the area but that also takes into account each of the products and their identities.

We will continue to work with the Department for International Trade (DIT) to inform them of our research findings and further promote the assets of our area.

We are currently working with University of Sussex on a research project to analyse key sub sectors, supply chains and clusters in our area. Findings from this work will identify UK leading strengths to attract domestic and international investment.

Develop a coordinated approach for the area to domestic and Foreign Direct Investment enquiries.

An advisory group will be established comprised of key partners to provide strategic input into the development of the strategy. This will ensure we communicate a consistent message and develop a coordinated approach to investment enquiries.

Following on from the strategy (post March 2020), we will develop refined sub sector propositions for each of the four product areas that exhibit our comparative advantage. These documents will be valuable Coast to Capital resources that all partners can easily access and share with interested investors.

The propositions may, for example, identify the following key sub sectors

Product areas	Key Sub Sectors
Gatwick to London growth corridor	Medtech
Development of towns around Gatwick airport	Fintech
The growth of our coastal communities	Gaming High tech horticulture
The potential for our rural areas	Viticulture Food and drink production

The precise sub sectors will be identified as part of the project research phase.

Strengthen our relationship with the Department for International Trade to give a significantly higher profile to the excellent assets and investment opportunities within our area.

We will strengthen our relationship with DIT by including them on the advisory panel for this priority. This will renew our working relationship and provide and catalyst to continue the working groups beyond this project. Through this close working relationship, we can further promote our area and ensure we are the top choice for inward investment in the south east region.

Future work beyond March 2020 may potentially include:

- the recruitment of an International Manager
- implementation of coordinated account management and
- Implementation of inward investment activity with universities, colleges, economic development offices, DIT, Chambers, the private sector and area partnerships.

**Project Team**

Coast to Capital's Head of Services will oversee this project as the SMT Lead for Services and will also be undertaking the project management and reporting to the Programme Group on progress and outcomes.

The Head of Services will have regular progress meetings with colleagues involved in related priority area research to monitor delivery of those priorities with an impact on Priority 8.

In addition the Coast to Capital Project Coordinator will provide some admin support to the Head of Services including organising consultation meetings with key stakeholders which will form part of the project.

Name	Role	Responsibilities	Meetings
Julie Kapsalis	Board Sponsor	Strategic Direction	Monthly updates with Project Lead
Malcolm Brabon	Project Lead and Project Manager	Project development, procurement, strategic implementation, stakeholder engagement	Weekly with Programme Group and commissioned organisations
Leah Parry and subsequent Business Service Support Officer	Support duties	Provide administrative support for meetings	Weekly with Project Lead
TBC	Responsible for carrying out desk research		Weekly progress meetings with Project Manager

### Stakeholder engagement

Essential to the successful delivery of this programme is partnership working and stakeholder engagement. External partners will be involved in the conception and delivery of all areas of work within the Priority 8. The priority consultation group will involve key external members from across the area with expertise and insight into attracting domestic and foreign direct investment.

Stakeholders will be engaged with as part of the advisory group that is proposed to be established within this priority. The members proposed are detailed below.

Their role will be to feed in strategic input into the project, provide challenge, and provide feedback on the research project.

The Project Lead is involved in the development of the Gatwick Diamond initiative FDI strategy development which will inform the development of the wider Coast to Capital area LIS.

Various workshops, stakeholder events and expert groups will be held as a part of the research and analysis and include representation from the following:

Stakeholder	Organisations
Rosemary French	Gatwick Diamond Initiative
Jeremy Taylor	International Adviser

Carolyn Carr	West Sussex County Council
Lee McQuade	DIT
Gavin Stewart	Brighton Business Economic Partnership
Caroline Wood	Coastal West Sussex Partnership
Peter Sharp	Lewes District Council
Opama Khan	Croydon Council
Rob Lewtas	DIT
Richard Hendron	Surrey County Council

Big Debates. The Project Manager will work with the Communications Team on the relevant Big Debate event for this priority and the Industrial Strategy.