

# Mid Sussex Economic Development Strategy



2018 - 2031



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DISTRICT COUNCIL**

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## Foreword by Councillor Jonathan Ash-Edwards, Deputy Leader of Mid Sussex District Council and Cabinet Member for Resources and Economic Growth.

Mid Sussex is already amongst the most economically successful districts in the country. Our location, excellent connectivity, diverse and resilient business sectors, high numbers of start-ups, a skilled workforce and excellent quality of life all combine to make Mid Sussex an ideal place to do business and create some of the lowest unemployment rates nationally.

However, in recent years the rate of growth of the district's economy and productivity has not matched the pace of some other parts of the country. We still have more to do to maximise the economic potential of our towns and villages. Local businesses tell us that there is a need for more and better quality business premises to grow into. Too many residents need to commute out of the district to earn salaries commensurate with local house prices. Our digital connectivity needs improvement to support all businesses and especially the growth of technology-led businesses, and the high value jobs they bring. We need to continue to work with our partners to ensure that local people have the right skills and expertise for a rapidly changing labour market. Finally, we want to do more to promote Mid Sussex as a destination for inward investment.

Our Economic Development Strategy sets out our desire to make sure that Mid Sussex fulfils its full potential as a vibrant and attractive place for businesses and people to grow and succeed.

The scale of our ambition is significant – thousands of new jobs, town centre redevelopment, new business parks, major infrastructure upgrades, a Science and Technology Park, initiatives to promote STEM skills and improving how the Council supports and promotes inward investment and economic growth.

We also recognise that growth needs to be economically, socially, and environmentally sustainable. With that in mind, preserving the distinctive character of our towns and villages, and protecting and making the most of the district's rich natural assets are values that run throughout the Strategy.

The Strategy presents the four priority themes which provide structure for our ambition and which will be our focus from now up to 2031. It also sets out the practical actions that we will be taking with our partners over the next five years to ensure that Mid Sussex fulfils its potential as a thriving and growing part of the regional and national economy.



# Executive Summary

Our Vision is to make Mid Sussex a vibrant and attractive place for businesses and people to grow and succeed.

This Economic Development Strategy and Action Plan has been developed in collaboration with our strategic and local partners and seeks to ensure delivery of the key corporate objective of securing sustainable economic growth. It is also a key delivery tool for the District Plan (2014-2031).

The Economic Development Strategy and Action Plan support the Government's national ambition for economic growth set out in the Industrial Strategy, as well as the regional aspirations articulated in the Coast to Capital Local Enterprise Partnership (LEP) Strategic Economic Plan (SEP), and the County Council's West Sussex Plan for 2017-2022.

The Priority Themes underpinning the Vision focus on places, premises, people and promotion. Taken together these Themes set out the priority activities through which we will realise our Vision for a vibrant and growing Mid Sussex.

The Action Plan explains in more detail the specific commitments and actions to be delivered over the next 5 year period.



## Priority theme 1. Place

In realising our vision for Place, we aim to deliver:

- Viable and vibrant town and village centres with their own identity which meet the retail, leisure, and employment needs of the growing population
- Business parks which provide an attractive environment and secures the retention and relocation of new businesses into Mid Sussex
- Infrastructure improvements which meet business needs, including widening the A2300 and delivery of £11 million sustainable transport infrastructure improvements.



## Priority theme 2. Premises

In realising our vision for Premises, we aim to ensure:

- An excellent supply of quality industrial and office space to meet the needs and demand across the District
- An employment offer which is complementary to that elsewhere in West Sussex County, including delivery of new business units on the Northern Arc Business Park
- The development of centres of excellence and clusters of specialist industries to facilitate retention, growth and inward investment into the District. These sectors, including the development of a programme to secure delivery of the Science and Technology Park
- An increase in the number of high gross value added jobs in the District
- The development of hotel and conference facilities to meet the needs of visitors and business community, including the delivery of mid-range hotels in Burgess Hill, East Grinstead and Haywards Heath.

## Priority theme 3. People

In realising our vision for People, by working with an influencing partner we aim to:

- Ensure residents have access to opportunities to develop the skills to succeed, including working with partners at County level and across the education sector. Work to increase the number of local residents securing qualifications at level NVQ 2 and above and NVQ level 4 and above, and increasing 6<sup>th</sup> form places and apprenticeship places
- Ensure education and training providers are aware of the skills required to access jobs in the growing employment sectors and provide the courses to deliver this
- Work with education and training providers to ensure there is provision of further education and higher education in the District
- Ensure businesses can access robust and effective advice and support for their stage of growth, including start-ups and scale-up businesses
- Support and encourage local business growth through the provision of Council services and awarding of Council contracts
- Improve workplace health, increasing the number of workplaces and employees to engage with the wellbeing service.

## Priority theme 4. Promotion

In realising our vision for Promotion, we aim to ensure:

- The benefits of the economic strategy are maximised by promoting the District's advantages clearly and widely, encouraging business retention and growth and appropriate inward investment
- The potential for growth in the Mid Sussex visitor economy is maximised, making the most of the District's world class natural assets to increase staying visits and visitor spend, and to grow employment in the tourism sector.



# 1. Introduction

The Mid Sussex Economic Development Strategy (The Strategy) sets out a vision for how Mid Sussex should develop between now and 2031 in order to ensure a thriving and sustainable economy. The Strategy also features a detailed Action Plan to be updated every five years which sets out the specific activities that we will undertake and the outcomes those actions will deliver. Through the Action Plan we will make significant steps forward in taking Mid Sussex its journey towards our vision for 2031.

Securing strong and sustainable economic growth for the district is one of four strategic priorities for Mid Sussex, the others being the delivery of effective and responsive services, strong and resilient communities, and financial independence. This demonstrates the importance that we attach to economic growth and the commitment that we will show in making sure the district's potential is realised.

The Strategy reflects our aspirations for positive development shaped by the views and needs of local people to help communities maintain a high quality of life, increase economic prosperity and protect the environment. The Strategy describes how we will work to meet current needs of our community and create a vibrant and modern Mid Sussex that future generations can continue to take pride in. The Strategy is a key delivery tool for our District Plan.

We have consulted widely with the business community and strategic and local partners to shape this Strategy. Their aspirations and concerns have shaped our overall Vision and the Action Plan.

The Strategy and Action Plan are informed by the demographic and economic evidence set out in our Economic Profile which can be accessed here <insert URL>.

Key partners we have consulted include:

- Our regional and sub-regional partners, including West Sussex County Council, the Coast to Capital (C2C) Local Enterprise Partnership (LEP), and the Gatwick Diamond Initiative,
- The Town Councils for Burgess Hill, East Grinstead, and Haywards Heath,
- The District's Parish Councils,
- Neighbouring district, town, and city local authorities including Tandridge District Council, Crawley Borough Council, Horsham District Council, Wealden District Council, Lewes District Council, and Brighton and Hove City Council,
- Our three local business associations: Burgess Hill Business Parks Association, East Grinstead Business Association, and Haywards Heath Business Association,
- A range of local businesses,
- Universities,
- Local property agencies,
- Sussex Chamber of Commerce.





## 2. Context for economic development



## 2.1. Economic Profile

### An economically successful district

Mid Sussex is an attractive and affluent district in West Sussex, in the South East of England with a total population of 147,000.

It is an ideal location to deliver economic success, given its position between London and the coast and proximity to Gatwick airport. There are excellent transport links by road and rail, good access to the South Coast ferry ports and to Gatwick International Airport.

The District is within the Gatwick Diamond, an economic partnership consisting of the local authorities surrounding Gatwick, and the Greater Brighton Economic Board, a partnership of local authorities and businesses in Brighton and the surrounding area. Mid Sussex is also part of the Coast to Capital (C2C) Local Economic Partnership (LEP), which is committed to growing the economy of the area and creating jobs.

The Mid Sussex economy is diverse and is home to a number of innovative and nationally known businesses with a third of businesses in the professional, scientific and technical, and information and communication sectors. There is a range of smaller businesses across sectors such as finance, service industries and light manufacturing. The Mid Sussex area has approximately 7,300 businesses. Over 85 per cent of these employ fewer than 10 people with the majority employing fewer than five employees. The District continues to see a high number of business start-ups each year and it is a resilient economy, with survival rates better than the South East average.

The district is home to many successful and growing world-class technology-led businesses. Examples include:

- Edwards Vacuum Solutions, based on the Victoria Business Park in Burgess Hill, is the world leader in the manufacturing and supply of industrial vacuum systems and abatement solutions. Edwards is a key supplier to a range of global technology industries including manufacturers of scientific instruments, flat panel displays, LEDs, and microelectronic devices including semiconductors
- Cells 4 Life, the UK's leading and largest stem cell bank. The core service offers therapies for many incurable diseases, such as Parkinson's, Alzheimer's and diabetes. Cells 4 Life have led global innovation in their field
- Stabilitech are a leading innovator in biotechnology, developing new methods for the production of next-generation vaccines. Emergent products include a ground-breaking new approach to vaccination which enhances immunity to Zika virus.



The District is consistently ranked highly on quality of life measures, and is consistently listed as one of the 20 best places to live in the country. There are high levels of employment and the educational standard of the local population is well above average. Crime levels are low, health levels are generally good, and there is a strong sense of community.

Our Economic Profile [<insert URL>](#) represents a key part of the evidential base which informs and supports the identification of the key themes in this Strategy and the specific outcomes and actions for the next five years as set out in our Action Plan. The Profile provides a more detailed analysis of the economic strengths and opportunities across the region, and sets out some of the business intelligence and insight that has informed the Strategy.

## **Funding economic growth**

Our principal focus in local economic development is in attracting private investment. Examples of our successes in doing that are set out in the following sections. However, there is also an important role for public funding in development, in particular in unlocking development sites and helping fund supporting infrastructure.

The majority of public funding available to support growth and development in the local economy and in employment is channelled through a range of national, regional and sub-regional agencies. The Government has introduced a series of policy initiatives and legislative changes designed to assist economic growth. We actively engage with the agencies responsible for administering these funds and take a pro-active role in maximising any public funding available to support development across the district.

The main public funding channels for stimulating economic growth are:

### **- Local Enterprise Partnerships**

Local Enterprise Partnerships (LEPs) are private/public sector partnerships that have a clear remit to drive sustainable private sector led growth. Mid Sussex is part of the Coast to Capital (C2C) Local Enterprise Partnership (LEP), which consists of the London Borough of Croydon, East Surrey, Gatwick Diamond, Brighton & Hove, Lewes and West Sussex

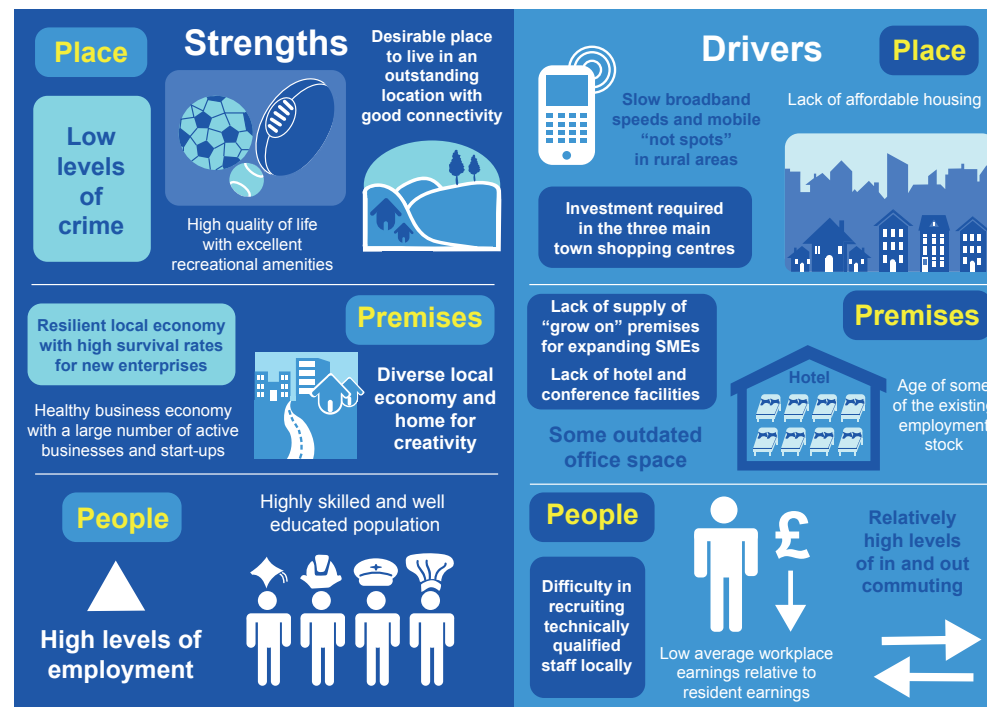
## - Central Government Housing Infrastructure fund

The £5 billion Housing Infrastructure Fund (HIF) is a government capital grant programme to help unlock new homes in areas with the greatest housing demand. Infrastructure funding of up to £10 million is offered to enable additional sites to be allocated or existing sites to be unblocked quickly

## - Local Growth Fund

The Local Growth Fund (LGF) is government funding awarded to Local Enterprise Partnerships (LEPs) for projects that benefit the local area and economy. Funds awarded through the LGF support investment in infrastructure, flood defences, major transport schemes, international trade and business support.

Mid Sussex District Council has been successful in bidding for significant HIF and LGF funding, explained in more detail in the strategic priority



## 2.2. Policy context

### National policy context

Whilst the Strategy has a strong local and regional focus, it also takes account of and responds to national policy imperatives, recognising the important role the district plays in the wider economy.

### Industrial Strategy

In November 2017 Government published its Industrial Strategy White Paper; 'Building a Britain Fit For The Future.' The White Paper identifies 'Five Foundations' of productivity that the White Paper describes as being 'the essential attributes of every successful economy'. These five foundations align to Government's vision for a transformed national economy, and focus on Ideas, People, Infrastructure, Business Environment, and Places.

Mid-Sussex today is in particularly strong position to contribute to these national challenges. Our four Themes of Place, Premises, People, and Promotion align to the Industrial Strategy, and the outcomes we seek to deliver stand to make a valuable contribution to the Government's ambitions.

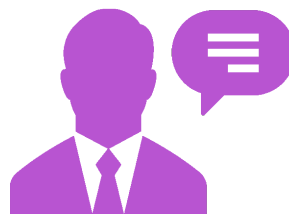
Place



People

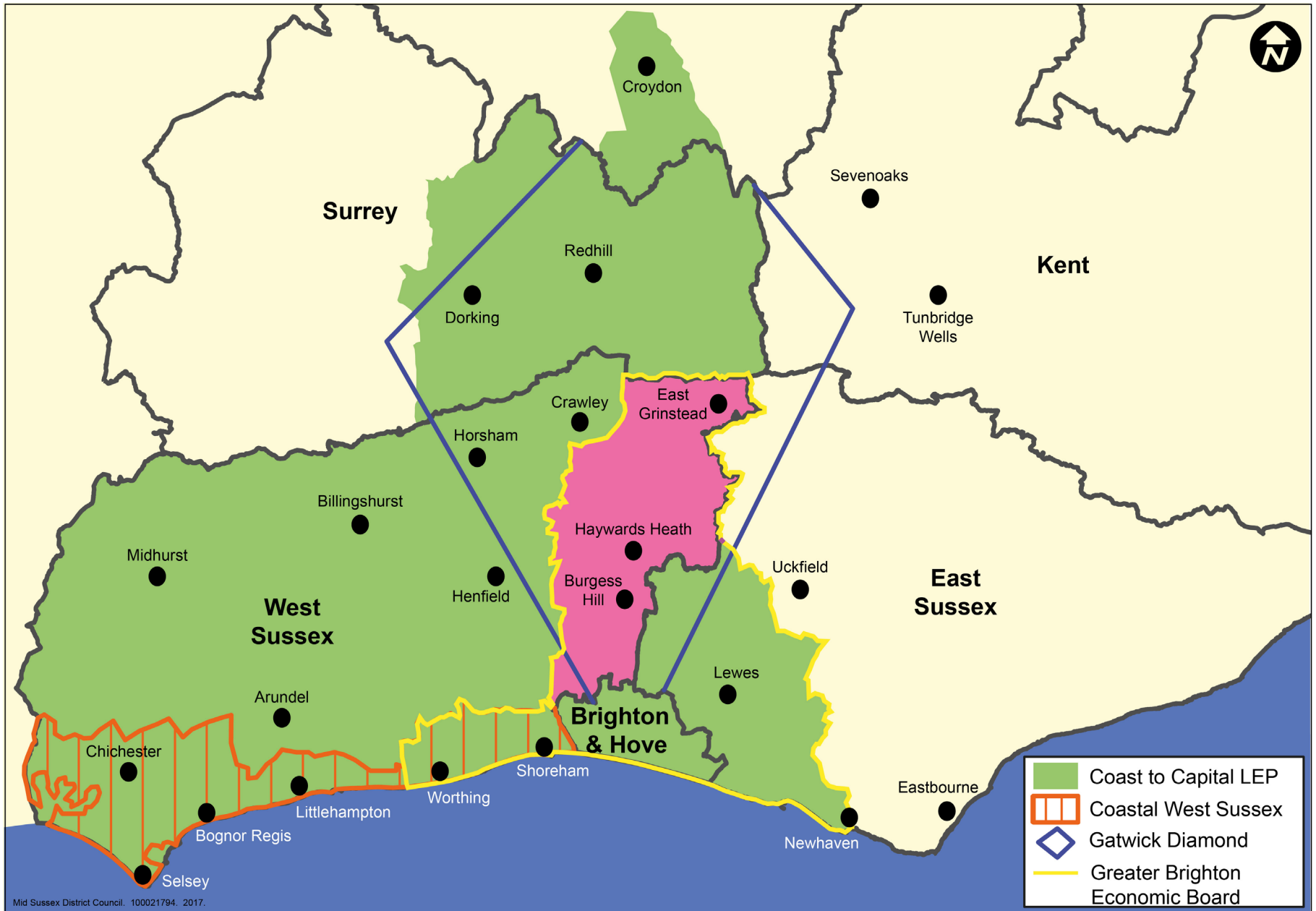


Premises



Promotion

**Geographies of regional policy partners**



## West Sussex County Council

West Sussex County is home to some 850,000 residents. West Sussex County Council's (WSCC) plan for 2017-21 focuses on five priorities for the County:

- Giving children and young people the best start in life
- Ensuring West Sussex is a prosperous place
- Strong, safe and sustainable communities
- Supporting independent living for older people
- Working for local communities.



West Sussex County Council is currently refreshing its economic strategy and work has taken place to ensure that the two strategies align closely.

The County Council is a key partner. Many of our strategically important economic development projects involve significant road and other infrastructure improvements where the County Council have lead responsibility. We continue to work closely with the County Council to ensure that those infrastructure developments come forward at a pace that matches our ambition for the district.

## Coast to Capital Local Enterprise Partnership

**The Coast to Capital mission is:**

*“To provide joint public and private sector leadership to drive sustainable private sector led growth and job creation across an area reaching from Brighton & Hove to Croydon and including the Gatwick Diamond and West Sussex. We will do this by boosting enterprise and embedding an even stronger enterprise culture. We will also increase international trade by helping current international traders to trade more and inspiring more businesses to trade internationally. In so doing we will realise every person and place’s potential.”*



The LEP's Strategic Economic Plan (SEP) was published in July 2014. It set out Coast to Capital's ambitions for sustainable economic growth with stretching outcome targets - 60,000 new jobs, 26,000 additional homes and 970,000m<sup>2</sup> of employment space by 2021.

In 2014, through the SEP, Coast to Capital made a business case to Government and were awarded a £202 million Growth Deal to boost skills, drive innovation, provide targeted business support and improve infrastructure through the delivery of over 40 projects across the area. In January 2015 an expansion of £36 million of Local Growth Funding was announced taking the total of projects funded to over 50.

Coast to Capital are currently working on a refresh of their SEP. That refresh will focus on the latest Growth Deal request to Government (Growth Deal 3) which prioritises business and enterprise; regeneration, skills, transport and infrastructure.

## **Gatwick Diamond**

The Gatwick Diamond Initiative is a business-led partnership, with a focus on key strategic issues for the business community across the whole diamond area. Mid Sussex falls entirely within the Gatwick Diamond area. Gatwick Diamond Initiative works with business leaders, business membership organisations, colleges and universities, local authorities, and government agencies to address the needs of the area to ensure it is a world-class place to live, work and do business.

A key part of the Gatwick Diamond's mission is to promote the area's strengths and highlight strategies for the predominant sectors that drive the local economy. With that in mind Gatwick Diamond is a key partner that Mid Sussex District Council works with as part of a strategic approach to economic development, and in particular to attract inward investment to the District.

Through the Gatwick Diamond Initiative, Mid Sussex is one of seven local authorities only to be listed on the next page who have jointly agreed a Local Strategic Statement (LSS) to provide a framework for co-operation on strategic planning and development issues. The LSS:

- Supports a shift in the structure of the economy with a focus on businesses which require higher skill levels, on entrepreneurship and enterprise
- Identifies the need for interventions to address perceived weaknesses in the Diamond's economy, including low skills base, availability of high quality sites and premises, opportunities for small businesses and startups and transport infrastructure





- Recognises the need for housing growth to support the labour market needs of an expanding economy if there is not to be a significant increase in longer distance commuting
- Notes that, given the strength of Crawley/Gatwick as a business location and the concentration of demand there, this area is expected to be the main focus for economic development. Business development in other locations is likely to reflect the attributes of smaller settlements and support local communities rather than providing strategic employment growth.

The partner organisations with whom Mid Sussex District Council has agreed the LSS are: Surrey County Council, West Sussex County Council, Crawley Borough Council, Horsham District Council, Mole Valley District Council and Reigate and Banstead Borough Council.



## Northern West Sussex Functional Economic Market Area

Taken together, the three Northern West Sussex local authorities of Crawley Borough Council, Horsham District Council and Mid Sussex District Council make up the Northern West Sussex Functional Economic Market Area (FEMA). The three districts share a number of common characteristics and important linkages with other sub-regions, especially in terms of commuting and transport connectivity. We work with partners in the FEMA on particular matters linked to employment land and options for further growth.

## Northern West Sussex Housing Market Area

Within the Gatwick Diamond area, the three West Sussex local authority areas of Crawley, Horsham and Mid Sussex form the 'Northern West Sussex' area. The 2009 West Sussex Strategic Housing Market Assessment (HMA) identified two distinct housing market areas in the County, the Northern West Sussex HMA and the Coastal HMA, and this is confirmed in the Mid Sussex Housing and Economic Development Assessment (February 2015). The authorities in West Sussex have been working broadly within these two groupings and the Northern West Sussex authorities have collaborated on housing and economic evidence to inform their respective local plans.

## Greater Brighton City Deal

Brighton is the closest major city to Mid Sussex, and economic links to the city and neighbouring coastal areas are key. In October 2013 the Council signed up to the Greater Brighton City Deal, which covers the administrative areas of Brighton & Hove, Lewes, Mid Sussex, Adur and Worthing Councils. The City Deal identifies a number of growth areas including support for the development of the Business and Science Parks at Burgess Hill. A Greater Brighton Economic Board has now been established with Mid Sussex District Council represented by the Council's Leader.

The City Deal seeks to:

- “To build on the success of Brighton’s creative-tech cluster, and help its many small businesses translate their success onto a larger scale
- To unlock growth across other areas of the City Region outside Brighton, by giving private sector investors the confidence and space they need to invest
- To create effective governance structures for Greater Brighton, so that local authorities, businesses and universities across the City Region can work together in a seamless fashion”.



## Local policy context

### Corporate Plan

Mid Sussex District Council sets out four corporate priorities in its Corporate Plan and Budget 2018/2019:

- Effective and responsive services
- Sustainable economic growth
- Strong and resilient communities
- Financial independence.

Within 'Sustainable economic growth', flagship activities for 2017/18 include progressing the town centre redevelopment at Burgess Hill, working towards the provision of new business parks at Burgess Hill, and providing economic development grants to support business.

## District Plan 2014 - 2031

Policy DP2 of the Mid Sussex District Plan 2014 - 2031 seeks to make provision for an average of 543 additional jobs in the District per year. It allocates 25 hectares of land as high quality business parks at Burgess Hill, makes provision for further sites to be identified within the Site Allocations DPD, and notes that the Coast to Capital Strategic Economic Plan identifies land to the west of Burgess Hill to support a new Science and Technology Park.

The Policy seeks to ensure the effective use of employment land and encourages Neighbourhood Plans to identify the needs of local businesses, and their local residents for employment opportunities. Also any areas requiring economic regeneration, and to allocate sufficient land within towns and villages to meet these needs.

Policy DP 3 of the District Plan supports the regeneration, renewal and environmental enhancement of the three town centres: Burgess Hill, East Grinstead and Haywards Heath.

The District Plan Policy DP 4 provides support for development which will help to maintain the range of shops and services to enable village centres to meet local needs.

A number of the 'made' Neighbourhood Plans also make provision to ensure the economic vitality of their towns and villages.



## 2.3 Overview of the District

Economically, the District is successful with high levels of employment. The number of people economically active (people who are available to work) is over 75,000, which accounts for over 50 per cent of the population of the District and remains at a higher percentage than the national figure. There are around 73,000 people in the District in employment. Some 44 per cent of workers (almost 32,000 as at 2011) commute out of the District and over 20,000 people living outside the district commute in to Mid Sussex to work.

There is evidence of some disparity between the earnings of those who work in the district, and those residents of Mid Sussex who commute out of the district to work. For 2015, average weekly earnings of full-time workers resident in the district was just over £615. That compares to average weekly earning of £537 for those whose workplace is in the district.

Those figures reflect the tendency of many the highest skilled local workers to commute to higher paid jobs in central London and other locations outside the district. With that in mind, many of the challenge that this Strategy seeks to stimulate the creation of more high value jobs within the district so that more of our high skilled workers can work locally and add value to the Mid-Sussex economy.

### Town and village centres in Mid Sussex



The District has three main towns – Burgess Hill, East Grinstead and Haywards Heath, and a number of villages meeting local communities' needs.

The main shopping centres in Mid Sussex are in the three towns and while performing reasonably well as shopping destinations, they are not meeting their full potential. There is a need to improve their attractiveness to minimise the competition from other towns outside the District. The town centres face particular competition from Brighton and Crawley for non-food purchases, especially for fashion retail.

There is also competition from out-of-town shopping facilities and the growth in online shopping. Information from an Experian Study in 2017 placed Haywards Heath in eighth place in their top 50 retail centres for multi-channel shopping (which includes traditional face-to-face retailing as well as shopping, online, and by mail, telephone, and other channels). This points to a high level of consumer demand not being met by traditional local shops and shoppers resorting to alternative channels such as shopping online.

Major town centre regeneration work is already underway, and some significant developments have been completed. For Haywards Heath, the £35 million station site redevelopment including a new Waitrose store is now complete.

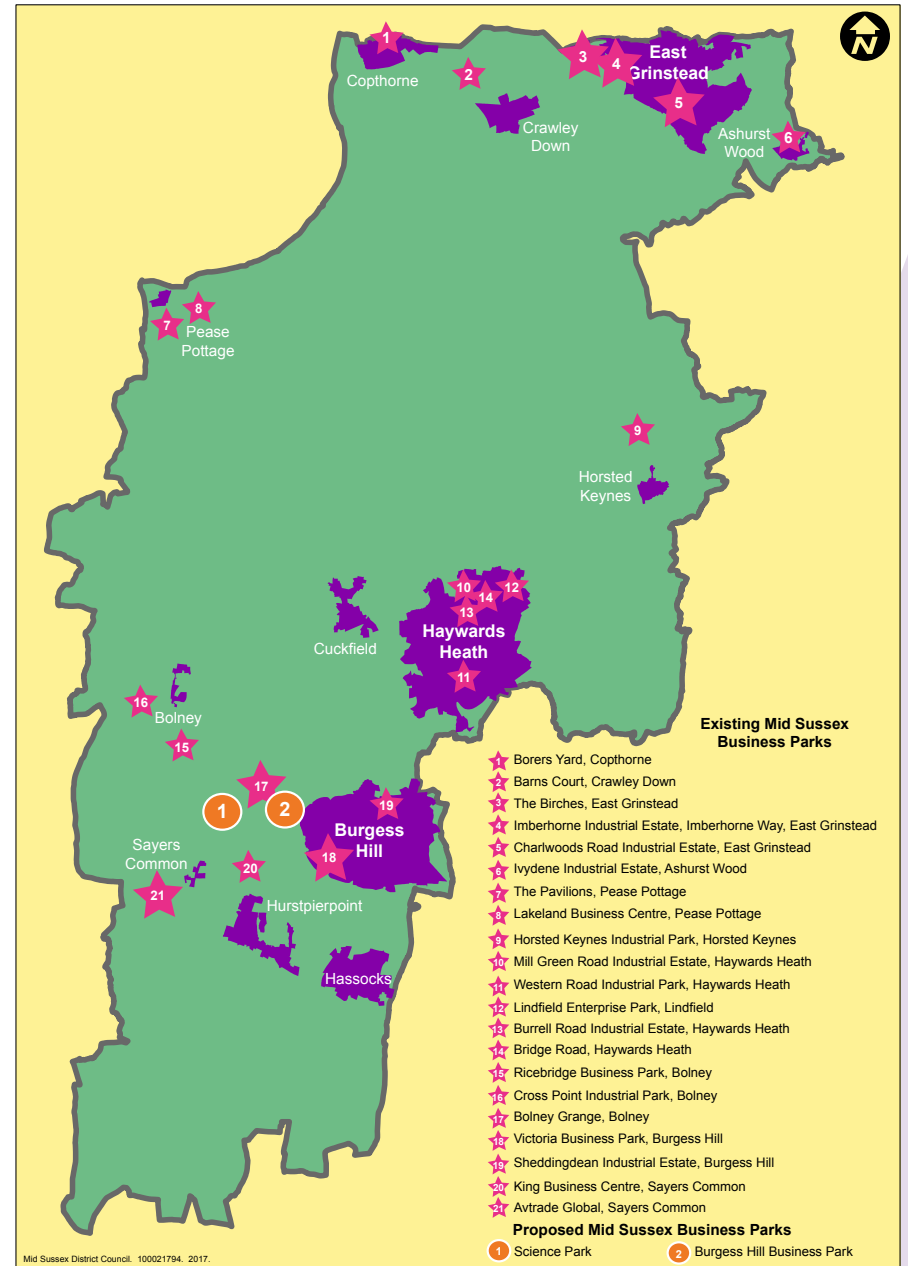
In Burgess Hill work is underway on a major town redevelopment that includes the £65 million redevelopment of the Martlets Shopping Centre which will provide some 21,336 square metres of additional retail space. The redevelopment will also deliver a 10 screen cinema, 63 bedroom hotel, a new library, and 142 new homes. Improvements planned in East Grinstead include the redevelopment of the Queens Walk area.

## **Doing business in Mid Sussex**

The District has many successful business parks, the largest being the Victoria Business Park in Burgess Hill.

Mid Sussex contains about 605,000 m<sup>2</sup> of commercial office, industrial and warehouse space. This is split relatively evenly between manufacturing, warehousing and commercial office space. Commercial property centres around the three towns of Haywards Heath, Burgess Hill and East Grinstead but there are also business parks in some of the rural parts of the District.

Over the past few years these business parks have not expanded and few industrial units have been built. Successful, growing businesses have difficulty finding larger premises. This has resulted in a shortage of “grow on” space and “start-up” space for small and new businesses.



## Infrastructure

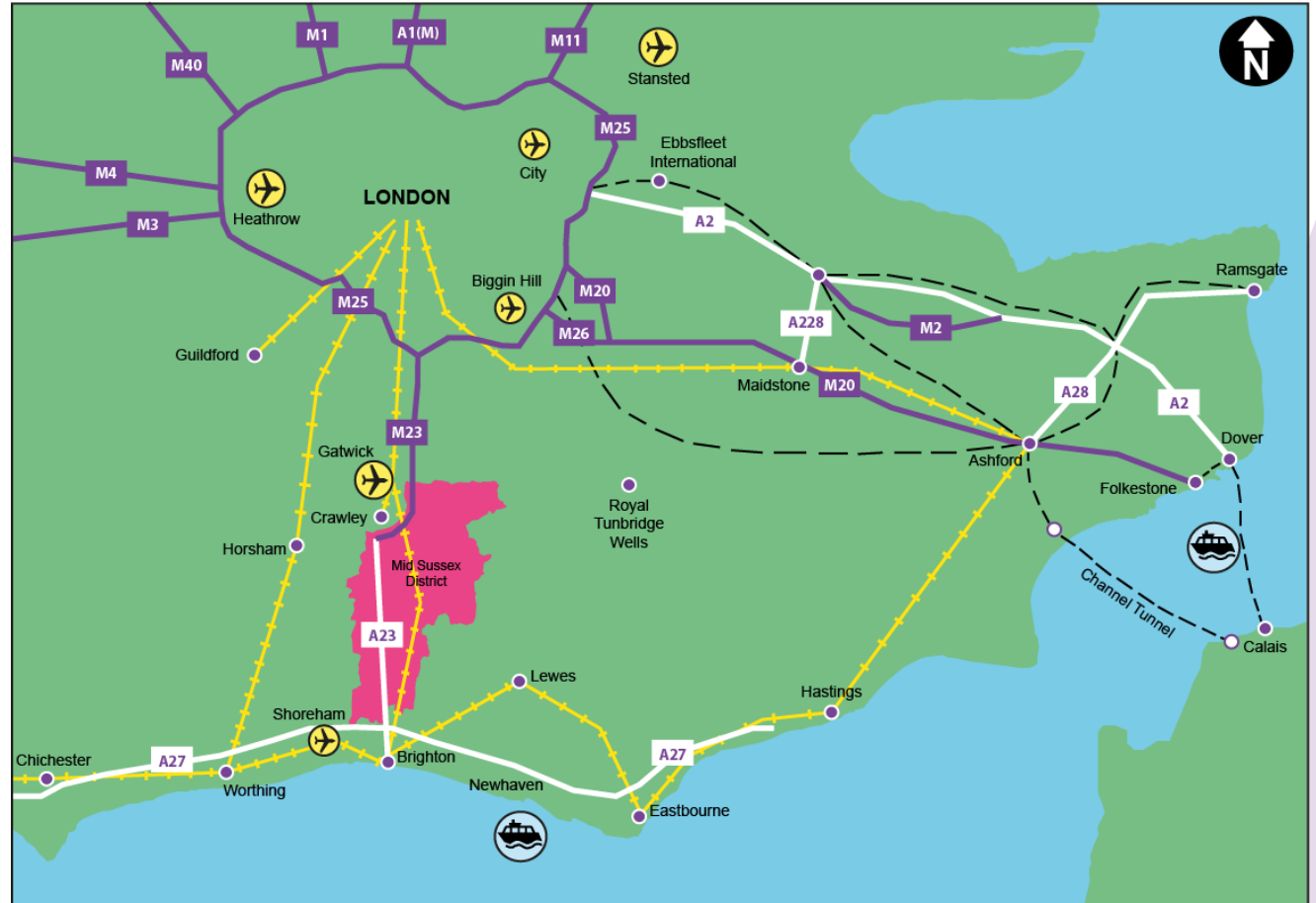
### Transport

The District is well connected on its north-south axis, with the A23 trunk road connecting Brighton to London and passing through the length of the district, the Brighton Main Line providing the main rail connection from the South East coast into central London. However, those transport links have become increasingly stretched. Many of the other transport links into and across the district are dependent on secondary roads, with limited traffic flow and significant congestion at peak times. Between 2010 and 2014 gross value added (GVA) for the district only increased by 7 per cent compared to 13 per cent for the South East as a whole, and there is evidence that transport infrastructure has been a key factor in limiting growth. With that in mind, developing the transport infrastructure will be key to the district's future economic success.

All three town centres have either benefited from recent investment in transport infrastructure or funding has been secured for future investment.

The East Grinstead and Haywards Heath railway stations have been upgraded and provided with additional parking. Some £17m has been secured from the Local Growth Fund to upgrade the A2300 Burgess Hill road which will relieve congestion and which will be key to accelerating the delivery of the Northern Arc housing development and the employment areas south of the A2300

A further £10.9m has been secured from the Local Growth Fund for suitable transport improvements at Burgess Hill.



## Digital infrastructure

Many businesses in the District do not have access to high speed broadband connections. This is due principally to path dependency on old digital infrastructure based on copper cabling, rather than modern optical fibre connections to homes and businesses (full fibre).

West Sussex County Council in partnership with BT OpenReach has been rolling out superfast broadband across the County for some years. The percentage homes and businesses with superfast broadband across Mid Sussex is now the same as for the South East region as a whole (some 86 per cent). However, connectivity performance doesn't always match the best across the region, with average download speeds of 22.2Mb/s, compared to a South East average of 30.2 Mb/s.

In common with many other areas, a comprehensive assessment of all the digital infrastructure in the District is difficult because infrastructure owners do not generally make data available in the public domain, preferring to keep this as commercially confidential. This applies both to existing infrastructure and to plans for investment.

The Council is working with partners to stimulate provision of full fibre in the District. This is in line with Government policies and aims to increase the opportunities for alternative network providers to create business cases for new investment in full fibre. This includes clear planning guidance for developers on providing ducts and sub ducts to new homes and business sites ready for fibre to be pulled through. We are actively supporting approaches that maximise the impact on economic development because it opens up opportunities for smaller and innovative businesses to take part in the construction and maintenance of the infrastructure.





### 3. Issues and challenges for the Mid Sussex economy

Having reviewed the economic evidence base for Mid Sussex and working with businesses and strategic and local partners a range of issues and challenges have been identified which will need to be addressed. These are summarised below:

Places	Premises	People	Promotion
<p>The three town centres are attractive and competitive, but their regeneration and renewal will be key so that they can continue to be thriving retail, leisure and commercial hubs each with their own distinctive character.</p>	<p>The District has a strong economy which remains resilient. However, there is a need to ensure the local economy is supported and businesses district-wide are able to thrive and grow in the future. Specifically, securing more high quality business premises will be key to ensuring that businesses are able to grow and fulfil their potential.</p>	<p>Some 44 per cent of workers commute out of the District, and many of those are the District's highest skilled workers travelling to higher value jobs in Central London and other locations. Attracting high value jobs into the district, as well as directly helping to grow the local economy will reduce strain on transport infrastructure.</p>	<p>The visitor economy is an important part of the wider Mid Sussex economy, with over 436,000 staying trips to Mid-Sussex in 2015, contributing £224 million to the economy and supporting over 4,700 jobs. However, transport links into the district are often at capacity at peak times. It is therefore important that we ensure that Mid Sussex remains well connected by road and rail for domestic and international visitors.</p>
<p>Mid Sussex, as an attractive place to live, is a draw for many high skilled workers commuting into London. However, that attractiveness has driven up house prices in Mid Sussex, which has resulted in affordability issues particularly for young people. Responding to the demand for housing is a priority however we must balance meeting that need whilst preserving the character and natural beauty of the District.</p>	<p>Across the rural parts of the District there are opportunities to locate new and growing technology business, but a lack of digital connectivity represents a barrier. The Council is working with partners to stimulate provision of full fibre in the District, and in particular looking at ways to remove barriers to access to the digital market for smaller and more agile local and national service providers.</p>	<p>There is a lack of dedicated 6<sup>th</sup> form provision in the district. Ensuring that local young people are equipped with the skills to make the most of new and emerging employment opportunities will be key. With that in mind there is a need to work with our partners in the education sector to ensure that strong academic and vocational paths are established to meet the needs of local young people and of the local and national labour markets.</p>	<p>There is a need to promote development that is energy and resource efficient and increases the environmental as well as economic sustainability of communities within Mid Sussex, and its ability to adapt to climate change.</p>

## 4. Vision

Our vision for the Mid Sussex economy is:

**Mid Sussex: a vibrant and attractive place for businesses and people to grow and succeed.**

The Priority Themes underpinning the Vision focus on Places, Premises, People and Promotion. Taken together these themes set out the priority activities through which we will realise our vision for a vibrant and growing Mid Sussex. The following sections explain in more detail the specific commitments that we will drive forward to deliver our shared vision for Mid Sussex. Those sections each include a tabular summary of the outcomes we aim to deliver along with the key actions and measures of success. Appendix 1 provides a more detailed view of those actions including details on the key partners we will be working with to deliver those outcomes.



## 5. Strategic priority: Place

Ensuring that Mid Sussex attracts inward investment and deliver growth by providing the right environment for businesses.

We know that whilst the main shopping centres in the three towns of Burgess Hill, East Grinstead, and Haywards Heath are performing reasonably well as shopping destinations, they are not meeting their full potential. We have some 21 business parks spread across the District, but there has not been sufficient growth in industrial floor space to meet demand.

Housing demand has outstripped supply, and high house prices have created real affordability issues for many local residents with a ratio of median house prices to median earnings in 2015 of almost 12 to 1. Superfast broadband availability is limited in rural areas, and a lack of conference and hotel accommodation, particularly in the towns impacts on the business community.

## Our progress so far includes:

Work is underway on the **£65 million** redevelopment of the Martlets Shopping Centre in Burgess Hill, which will provide 14,000 m<sup>2</sup> of additional retail space, as well as a cinema, hotel, new library, and over 140 new homes. The **£35 million** station site redevelopment for Haywards Heath, which includes a new Waitrose store is now complete. The **£24 million** regeneration scheme of the Martells site in East Grinstead, which will deliver new shops and town centre uses and new homes, is also underway.

Mid Sussex District Council has been successful in bidding for significant Local Growth Fund (LGF) funding to support a number of key infrastructure initiatives. This includes securing some **£17 million** to part-fund the widening and other improvements for the A2300, **£11 million** to support new sustainable transport infrastructure, and **£4 million** for improvements measures at the Goddard's Green waste treatment works, unlocking additional land for development.

A further **£6.5 million** has been secured from the Housing Infrastructure Fund (HIF), which together with the **£4 million** LGF funding noted above will cover all the costs of the improvements to the waste treatment works.

Our objectives are to:

- Improve the three town centres to meet the retail, leisure and employment needs of the growing population building on each towns' distinctive yet complementary offers
- Ensure village centres provide the range of facilities to meet local needs
- Support improvements to the business parks to ensure that they provide the conditions that businesses need to encourage retention and relocation
- Deliver a mix of housing types and tenure to allow employees to live near their place of work
- Work with partners to secure improvements to infrastructure which ensure excellent strategic accessibility and which enables efficient movement to and around the District.

- Provide high quality digital infrastructure and mobile connectivity. In particular the extension of high speed broadband to support the development and growth of rural businesses
- Improve the provision of car parking for businesses in towns and business parks
- Protect and enhance the District's built and natural environment.

<b>Outcome</b>		
Viable and vibrant town and village centres with their own identity which meet the retail, leisure and employment needs of the growing population		
<b>Measures of success</b>	<b>How will we do this?</b>	<b>When will we do this?</b>
Deliver £65 million of private investment in Burgess Hill; £24 million investment in East Grinstead; and £7 million investment in Haywards Heath  Increase in the amount of A1 comparison and convenience retail floorspace in the District	Work in partnership with the private sector to ensure the delivery of private inward investment in the District's town centres to enhance the quality of life for local residents and improve the centres' vitality and viability	2018 - 2023
	Work with West Sussex County Council (WSCC) to develop a programme of public realm improvements and identify costs and develop business cases so that the council can more effectively bid for funding when it becomes available	2018 - 2023
	Use Mid Sussex District Council's assets and work with other public sector organisations such as WSCC and Town Councils to increase the range of facilities and support the economic resilience and attractiveness of the town centres	2018 - 2023
	Deliver the West Sussex Pooled Business Rates scheme offering training and support for independent retailers in order to help support their success	2018 - 2019
	Undertake a rolling programme of village centre health checks and work with Parish Councils to ensure their aims for their villages are picked up in Neighbourhood Plan reviews or other strategies	2018 - 2023

Decrease in the number of vacant A1-A5 units in town centre	Work with the Hurstpierpoint Society to undertake a review of the Hurstpierpoint Conservation Area Character Appraisal and prepare a Management Plan to ensure that the historic character/USP of the village centre is enhanced	2018
Year on year uplift in rateable value	Prepare a Conservation Area Character Appraisal and Management Plan for the historic core of East Grinstead to ensure that any new development builds upon and respects its historic core	2018 - 2019
Increase the level of footfall in town centres over the long term	Explore the potential development of a Business Improvement District for Haywards Heath Town Centre to enable local businesses and traders to manage their own programme of promotional and enhancement activities to improve the town centre offer	2018 - 2020
Increase the number of car park visits of over 2 hours (measure of dwell time)	Prepare a Conservation Area Character Appraisal and Management Plan for Lindfield to ensure that any new development builds upon and respects its historic core	2019 - 2020
	Produce a Shopfront Guidance Supplementary Planning Document (SPD) to help guide and secure improvements in shop fronts	2019 -2020
	Develop a Masterplan to help shape the strategic long-term vision for Haywards Heath as a destination and to co-ordinate development and investment to deliver that vision	2019 - 2021
	Refresh the Councils Parking Strategy and deliver improvements in the quality of parking provision	2020

## Outcome

The provision of business parks which provide an attractive environment which secure the retention and relocation of businesses

Measures of success	How will we do this?	When will we do this?
Increase the amount of employment land available within the District by 25 hectares	Programme and deliver improvements to Business Parks funded by Section 106 monies	2018 – 2023
	Allocate and safeguard employment land through the Site Allocations Development Plan Document (DPD) in order to protect existing employment land and commercial premises and promote the development of additional employment premises to meet local and sub-regional demand	2018 – 2020

<b>Outcome</b> The delivery of infrastructure improvements which meet business needs		
<b>Measures of success</b>	<b>How will we do this?</b>	<b>When will we do this?</b>
Completion of the £23.2 million A2300 dualling	Approve a Development Infrastructure & Contributions SPD to enable MSDC to negotiate for infrastructure contributions	2018
Delivery of £13.6 million sustainable transport infrastructure improvements	Develop, in line with the high level business case and deliver the dualling of the A2300 in order to improve accessibility to the wider highways network and to facilitate the delivery of the Northern Arc	2020 - 2022
	Develop and deliver the £11 million Sustainable Transport Package for Burgess Hill to ensure all new development is sustainably integrated to the town centre's goods and services, to reduce congestion and improve journey quality and reliability	2022 - 2023
Secure additional funding for transport projects	Develop and deliver £2.7 million of infrastructure improvements in Haywards Heath to ensure improvements in accessibility, sustainable transport and public realm	2018 - 2021
	Bid for additional funding to develop Sustainable Transport Packages for Haywards Heath and East Grinstead in order to deliver improved accessibility and quality of the public realm	2019 - 2021
Increase the coverage of Full Fibre Broadband infrastructure in the District	To develop and deliver a sustainable cycle and footpath between Burgess Hill and Haywards Heath in order to improve connectivity	2018 - 2021
	Design projects to improve cycle and footpath links between Hassocks and Burgess Hill in order to improve connectivity	2018 - 2023
Increase in the number of technology start-ups/ businesses	Influence and lobby WSCC, DfT, Homes England, and public transport companies for investment and improvements in highways infrastructure and public transport throughout the District	2018 - 2023
	Work within WSCC developers and businesses to facilitate the delivery of full fibre and 5G to support existing and new economic activity with an initial focus on Burgess Hill	2020
Approve an Infrastructure and S106 SPD increase in number of electric vehicle charging points in public and parks.	Promote a 'Dig Once' approach to the provision of Full Fibre in infrastructure, housing, and commercial developments	2018 - 2023
	Work through West Sussex Rural Partnership to influence the Coast to Capital Local Enterprises Partnership, Greater Brighton Economic Board and central government to ensure commitment of funds to improve broadband speed in Mid Sussex	2018 - 2023
	Deliver electric vehicle charging points in public car parks	2018 - 2019

## 6. Strategic priority: Premises



Ensuring that Mid Sussex has a mix of premises, with appropriate levels of parking to encourage entrepreneurship, incubation, retention and relocation of businesses

Mid Sussex has a diverse range of businesses, with some 20 per cent in the professional, scientific and technical sector. Overall, business activity is strong across the district with over 900 new businesses in 2014, and better survival rates of businesses than for the South East as a whole. Although there is a supply of available employment space, the stock is relatively old and there is evidence of a lack of space for businesses looking to expand. Whilst there is potential for growth amongst both small and medium sized enterprises (SMEs) and large business, modern and competitive premises are needed for them to grow into.

### Our progress so far includes:

Mid Sussex District Council has now given outline consent for the first of our major employment space developments: The Hub.

The Hub will provide up to **50,000m<sup>2</sup>** of employment space of which no more than **14,000m<sup>2</sup>** will be for distribution and warehousing, with the much of the remainder expected to be technology-led businesses offering sustainable high value jobs. An application for the first **4,000m<sup>2</sup>** unit has been approved and we will be working with developers to secure future occupiers.

Our objectives are to:

- Facilitate the supply of quality industrial and office space to meet demand across the District
- Support the development of centres of excellence and clusters of specialist industries that will help provide high value added jobs
- Support the development of hotel and conference facilities to meet the needs of visitors and the business community
- Ensure the sufficient supply of quality retail space to meet demand across the District and to support opportunities to diversify the offer of the centres.



## Outcomes

An excellent supply of quality industrial and office space to meet the needs and demand across the District

An employment offer which is complementary across West Sussex County Council

Measures of success	How will we do this?	When will we do this?
Increase amount of business floorspace in the District	Work with WSCC to identify opportunities to use their assets to improve the stock of employment premises of a quality and format that meets market need	2018 – 2019
Delivery of new business units on the Northern Arc Business Parks	Use the Council's own land to facilitate improvements in the stock of employment premises	2018 - 2023
Reduction in the loss of B1 (a) office stock in the town centres	Work closely with commercial agents and developers to identify and market business accommodation that meets the needs of growing business, including incubation support	2018 – 2023
	Implement an Article 4 Direction to protect remaining office space in town centres/other strategically important office locations in order to ensure an adequate supply of suitable office space to meet local need	2018 - 2019



## Outcome

The development of centres of excellence and clusters of specialist industries to facilitate retention, growth and inward investment into the District by these sectors

Measures of success	How will we do this?	When will we do this?
Development of a programme to secure delivery of the Science and Technology Park  Increase in the number of high value jobs in the District	Prepare a Development Framework SPD for the Science and Technology Park in order to ensure its co-ordinated development and successful delivery to provide high quality premises for high tech companies	2018 – 2019
	Work with WSCC, C2CLEP, Greater Brighton Economic Board and Gatwick Diamond to support new County wide 'opportunity clusters'	2018 – 2023

## Outcome

The development of hotel and conference facilities to meet the needs of visitors and the business community

Measures of success	How will we do this?	When will we do this?
Deliver the mid-range hotels in Burgess Hill, East Grinstead and Haywards Heath  Secure planning permission for additional hotel and conference facilities	Work closely with the developers of the hotels already granted planning permission to facilitate their delivery in order to meet identified business needs	2018 - 2020
	Work with hotel and conference facility providers to promote Mid Sussex as a place to develop new facilities	2018 – 2023
Reduce energy costs and increase efficiencies	Support small and medium sized enterprises to access 'UTILISE' funding	2018 – 2023

## 7. Strategic priority: People



### Ensuring that everyone has the opportunity to benefit from economic growth

Mid Sussex benefits from a high proportion of economically active residents and very low levels of unemployment, just 0.5 per cent. There are relatively high levels of commuting, with some 44 per cent of working residents commuting out of the District and 33 per cent of those working in the district commuting in. The resident population is highly educated with 47 per cent of working age adults educated to degree level. There are two world class universities within the wider travel to learn area, but there is a lack of dedicated 6<sup>th</sup> form provision in the District.

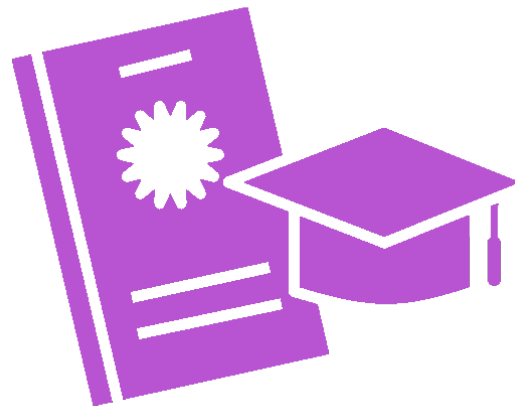
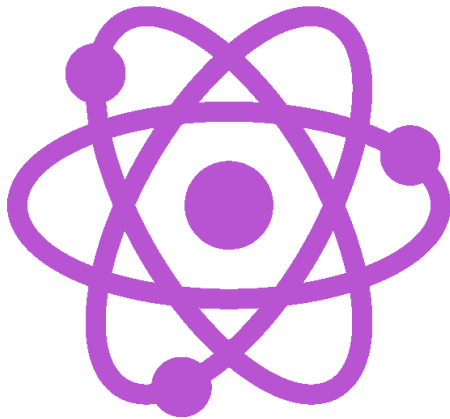
#### Our progress so far includes:

Throughout 2017/18 we ran a micro business grant scheme for the district, through we awarded **£75,000** to support **48 small businesses** to grow and recruit apprentices. The scheme, funded through which the West Sussex Local Enterprise & Apprenticeship Platform (LEAP), attracted **£260,000 in match funding** provided by bidders.

We have begun working with partners including the University of Sussex, Brighton University, and the Gatwick Diamond Initiative to explore ways of retaining more high-skilled graduates in the district. Also to encourage employers to develop capability in the local labour market by supporting and adopting apprenticeships as core part of their recruitment strategy.

Our objectives are to:

- Enable our residents to have access to opportunities to develop the skills, particularly in the science, technology, engineering, and mathematics (STEM) subjects they need to succeed
- Work with education and training providers to ensure they are aware of the skills required to access jobs in the growing employment sectors
- Facilitate the location of further education and additional higher education establishments in the District
- Encourage the delivery of sufficient apprenticeships to meet demand
- Ensure businesses can access robust and effective advice and support for their stage of growth, including start-ups and scale-up businesses.



## Outcomes

Residents have access to opportunities to develop the skills to succeed

Education and training providers are aware of the skills required to access jobs in the growing employment sectors and provide the courses to deliver this

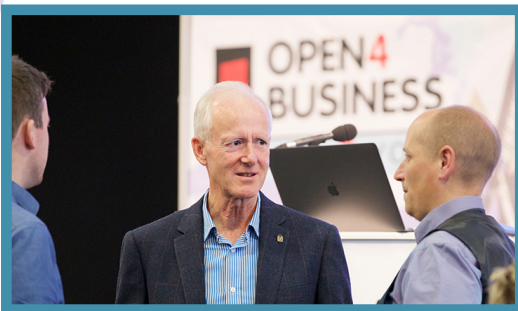
There is provision of further education and higher education in the District

Measures of success	How will we do this?	When will we do this?
Increase the number of local residents securing NVQ 2 and above qualifications	Work with local businesses to identify the skills needs of key clusters and work with Further Education establishments to facilitate delivery of relevant courses	2018 – 2023
Increase the number of local residents securing NVQ 4 and above qualifications	Work with WSCC to ensure additional 6th Form provision in the District	2018 – 2023
Increase the number of students accessing 6th form provision	Work with WSCC to ensure higher and further education provision within the District	2018 – 2023
Increase in the number of apprenticeship starts in the District	Work with WSCC and Department for Education to facilitate an educational use of Central Sussex Haywards Heath campus	Latest position TBC
Increase the number of apprenticeships run by MSDC to 6 places across the EDS period	Continue to support and encourage initiatives which promote and support Science, Technology, Engineering, and Maths (STEM) subjects across the District	2018 – 2023
Reduction in number of young people identified as NEETs in Mid Sussex	Develop and deliver the Council's Apprenticeship Programme	2018 – 2023
	Continue to work with local businesses and training providers to promote apprenticeships across the District which meet local needs.	2018 – 2023
	Continue to facilitate the Not in Education, Employment, or Training (NEETs) Forum in order to identify develop, and review with our partners a programme which supports young people into training or work	2018 – 2023

## Outcome

Ensuring businesses can access robust and effective advice and support for their stage of growth, including start-ups and scale-up businesses

Measures of success	How will we do this?	When will we do this?
<p>Increase the number of new businesses setting up in the District</p> <p>Increase the number of businesses surviving for more than 1 year</p>	Monitor the success of businesses awarded with funding from the 2017 WSCC Business Rates pool Micro Business Grant Scheme and deliver the 2018 Micro Business Grant Scheme	2018 - 2020
	Work with the Chamber of Commerce and other partners to develop a programme of events and training which supports local businesses	2018 - 2023
	Ensure the Council's "Open4Business" event supports local small businesses	2018 - 2023
	Continue to support the Young Enterprise scheme and promotion of local events and activities	2018 - 2023
	Work with universities, innovation centres and other education providers to support spin-outs and new entrepreneurial activities, including through ERDF business support programmes due to be delivered across the county	2018 - 2023
	Support business networks and Business Park Associations to help them achieve their objectives	2018 - 2023
	Work with the C2C Growth Hub and business navigator service as a key source of business sign posting	2018 - 2023



<b>Outcome</b>		
Support and encourage local business growth through the provision of Council services and awarding of Council contracts		
<b>Measures of success</b>	<b>How will we do this?</b>	<b>When will we do this?</b>
<p>Maintain the number of payments of undisputed invoices within 10 days at 98.6%</p> <p>Increased percentage of food businesses achieving good or very good ratings</p> <p>Two events run a year to support local businesses</p> <p>Run annual training sessions with SMEs to facilitate access to MSDC procurement activities</p>	Continue to use The Council's procurement to help support the local economy by procuring goods and services, where appropriate, from local small and medium sized enterprises	2018 – 2023
	Run an annual training event with SMEs to facilitate improved understanding of how they can access MSDC procurement arrangements	2018 – 2023
	Continue to maintain high standards in ensuring The Council is paying invoices quickly	2018 – 2023
	Continue to work with business organisations to develop an on-going dialogue to identify and respond to business concerns	2018 – 2023
	Continue to provide positive support and advice to new and existing businesses on Food, Health & Safety, environmental, planning and licensing matters to help new and growing business to understand and navigate through the regulatory environment	2018 – 2023
	Continue to provide extended signposting services to local businesses on grants, funding, business advice, start up information, premises, business rates, etc.	2018 – 2023
	Continue to support East Grinstead Business Association (EGBA), Haywards Heath (HHBA) and Burgess Hill Business Parks Association (BHBA)	2018 – 2023



Outcome Improved workplace health		
Measures of success	How will we do this?	When will we do this?
Number of workplaces and employees to engage with the wellbeing service	Deliver wellbeing education courses and one to one appointments with employees	2018 - 2023
	Signpost other support services	2018 - 2023
Number of education courses provided in workshops		
75 per cent positive lifestyle behaviour change at 3 and 6 months post intervention		

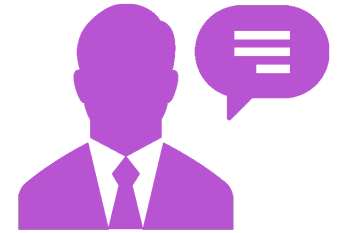


*mid sussex wellbeing*





## 8. Strategic priority: Promotion



Ensure the continued economic success of Mid Sussex by actively marketing the District's competitive advantages for businesses and promoting the attractiveness of the Mid Sussex for residents and visitors

Tourism makes an important contribution to the District's economy, with almost 440,000 staying trips in Mid Sussex in 2015. Direct expenditure on tourism in 2015 was some £224 million, generating over 4,700 jobs.

Mid Sussex is set in beautiful countryside. Nearly 50 per cent of the District is within the High Weald Area of Outstanding Natural Beauty, and over 10 per cent is within the South Downs National Park. Between them is an area of small-stream valleys and hedgerows within a gently rolling landscape known as the Low Weald. Mid Sussex is the tenth most wooded District in the South East and two-thirds of this woodland is classified as 'ancient'. It also has many sites valued for their biodiversity including Sites of Special Scientific Interest, Sites of Nature Conservation Importance, Local Nature Reserves and Biodiversity Opportunity Areas. The Ashdown Forest is within the neighbouring Wealden District Council area but, as a European designated Special Protection Area and Special Area of Conservation, its proximity to Mid Sussex means that a Habitats Regulations Assessment of the District Plan is required.

The District is rich in heritage, which contributes to the unique character and identity of Mid Sussex and attracts many visitors to the area. The heritage assets of the District include many Listed Buildings, and Conservation Areas, ranging from the historic town centre of East Grinstead through to parts of the smaller villages and settlements, and sites of archaeological interest, some of which are Scheduled Ancient Monuments. There are Registered Parks and Gardens of Special Historic Interest and a large number of unregistered Parks and Gardens which appear on West Sussex County Council's Sites and Monuments Record. The District also includes many other buildings which, whilst not statutorily listed, are of architectural merit or of local historic interest, making a valuable contribution to the character of the area. Unsurprisingly, the District's attractive natural environment and rich heritage makes it highly valued by its residents and a popular tourist destination.

We have worked closely with partners including West Sussex County Council, the Coast to Capital Local Enterprise Partnership, the Gatwick Diamond Initiative, Homes England, to attract private investment into the District.

For our Burgess Hill Strategic Growth Programme for example we have secured £993.3 million private sector investment, including £79.3 million for infrastructure improvements, some £88 million for 25 hectares of employment space south of the A2300 (including 'The Hub') and a further £250 million estimated development costs for the Hickstead Science and Technology Park.

Our key objective is to:

- Ensure the continued economic success of Mid Sussex the Council by pro-actively marketing the District's competitive advantages for businesses and promoting the attractiveness of Mid Sussex for residents and visitors



**£65m**  
town centre  
regeneration

**Burgess  
Hill**



**open spaces**  
for sport and community

## Outcome

The benefits of the economic strategy are maximised by promoting the District's advantages clearly and widely, encouraging business retention and growth and appropriate inward investment

Measures of success	How will we do this?	When will we do this?
Staff in post and driving forward delivery of the Economic Development Action Plan	Establish a new Economy and Inward Investment Team to develop and deliver a programme of inward investment activities	2018
Number of visitors staying overnight (serviced accommodation)	Work with our partners to develop and deliver a strategy to actively market Mid Sussex as a place for investment and business	2018
Total spend by those visiting Mid Sussex for tourism purposes	Prepare marketing materials, an event programme and refresh the MSDC web pages in order to ensure the benefits of investment in Mid Sussex are actively promoted	2018
Percentage and number of jobs in the tourism sector	Work with landowners and developers to prepare promotional material to market development sites and opportunities within Mid Sussex	2018 - 2023
Increase in the number of businesses setting up in the District	Work with WSCC, C2C Local Enterprise Partnership and GBEB to ensure that we can access funds and specialist advice	2018 - 2023
Increase in the number of events run to promote Mid Sussex	Continue to support the Mid Sussex Experience network of high quality tourist attractions and luxury accommodation	2018 - 2023
	Work with Tourism South East to maximise the benefits of being a "Destination Partner"	2018 - 2023
	Work with WSCC, C2CLEP, GBEB and Gatwick Diamond to ensure that Mid Sussex District is promoted through their national and international networks and their investor development activities	2018 - 2023

## 9. Working in partnership

Successfully delivering our Vision for Mid Sussex will be a collaborative endeavour in which close and effective working with regional and sub regional partnerships will be key. The detailed Action Plan (Appendix 1) sets out in summary the key partners we will be working with to deliver each of the specific outcomes we have prioritised for the next five years. We have well established collaborative working relationships with local, regional, and national partners. Those relationships have been central to the successful delivery of many of the outcomes achieved so far, and will be equally important in driving forward our action plan.

Key collaborative activities that we will be taking forward with our partners include:

### West Sussex County Council

- Developing the business case for, and ensuring the delivery of the dualling and other improvements to the A2300
- Delivering sustainable transport package for Burgess Hill
- Development and delivery of cycle and footpath links between Burgess Hill and Haywards Heath and between Burgess Hill and Hassocks
- Identify opportunities to use the County's assets in Mid Sussex to improve the stock of employment premises to better meet market need.

### Regional and sub-regional partners: Coast to Capital Local Enterprise Partnership (C2C LEP), Greater Brighton Economic Board, Gatwick Diamond, Sussex Chamber of Commerce, Rural West Sussex Partnership

- Working with the LEP, and with the Greater Brighton Economic Board and Gatwick Diamond Initiative to support county-wide opportunity clusters
- Working with the LEP to support small and medium sized enterprises (SMEs) to access 'UTILISE' funding
- Influencing and lobbying the County Council, Department for Transport, Homes England, and public transport companies for investment and improvements in highways infrastructure and public transport throughout the District
- Working through West Sussex Rural Partnership to influence the C2C LEP, Greater Brighton Economic Board and central government commitment of funds relating to improvements in broadband speed in Mid Sussex.

## **Burgess Hill, East Grinstead, Haywards Heath Town Councils, and parish councils**

- Working together with town councils (and the County Council) to develop a programme of public realm improvements and improved town centres facilities
- Undertaking a rolling programme of village centre health checks and work with Parish Councils to ensure their aims for their villages are picked up in Neighbourhood Plan reviews and other strategies.

## **Clinical Commissioning Group (CCG) and other public health bodies**

- Working with the CCG to ensure that the capacity of healthcare provision grows to match population growth arising from new developments across the District

## **Local business associations and local business**

- Working with the three local business associations, Sussex Chamber of Commerce, landowners, commercial agents, businesses, and the County Council to Programme and deliver improvements to Business Parks funded by Section 106 monies .

## **Brighton and Sussex Universities**

- Promoting Science, Technology, Engineering, and Maths (STEM) subjects across the district

## **Homes England, Department of International Trade, and other national government**

- Work with our partners to develop and deliver a strategy to actively market Mid Sussex as a place for investment and business.



## 10. Monitoring



Progress in driving forward the Strategy, and progress in the delivery of specific outcomes will be regularly monitored and reviewed. In particular, the specific actions set out within the action plan will be subject to proportionate monitoring and scrutiny reflecting the size, scope, complexity, and risk associated with each of those actions.

Many actions relate to projects or programmes that have their own monitoring arrangements, and these will continue to operate alongside the Strategy. For example, any actions that fall within the Burgess Hill Strategic Growth Programme (including for example, the improvements to the A2300 and the sustainable transport packages) are subject to new and rigorous governance arrangements that we updated in January 2018. These new arrangements ensure that Councillors at County, District, Town, and Parish level, as well as senior officers up to Chief Executive level are sighted on progress with each project and have the opportunity to steer project direction and respond to emerging risks and issues.

In summary, Mid Sussex District Council will monitor delivery of the Strategy through the following channels:

- Regular reporting of progress to our Members' Working Group for Economic Development
- Progress updates as part of the monthly briefings Resources and Economic Growth Portfolio Briefings
- Annual Performance Review to the Scrutiny Committee for Leader, Resources and Economic Growth including key measures of success
- Separate detailed governance and oversight arrangements for the major projects and programmes that support the delivery of the strategy, including the new governance arrangements for the Burgess Hill Strategic Growth Programme.

# Appendix 1

Economic Development Strategy  
Action Plan 2018 - 2023



## Priority theme 1: Places

Ensuring that Mid Sussex attracts inward investment and deliver growth by providing the right environment for businesses

Outcomes	Measures of success	How will we do this?	Timescale	Lead	Partners
1. Viable and vibrant town and village centres with their own identity which meet the retail, leisure and employment needs of the growing population.	<p>Deliver £65 million of private investment in Burgess Hill; £24 million investment in East Grinstead; and £7 million investment in Haywards Heath.</p> <p>Increase in the amount of A1 comparison and convenience retail floorspace in the District.</p> <p>Decrease in the number of vacant A1-A5 units in town centre.</p> <p>Year on year uplift in rateable value.</p> <p>Increase the level of footfall in town centres over the long term.</p>	Work in partnership with the private sector to ensure the delivery of private inward investment in the District's town centres to enhance the quality of life for local residents and improve the centres' vitality and viability	2018 - 2023	Private sector	Mid Sussex District Council (MSDC)
		Work with West Sussex County Council to develop a programme of public realm improvements and identify costs and develop business cases so that the council can more effectively bid for funding when it becomes available	2018 - 2023	MSDC	West Sussex County Council (WSCC), Burgess Hill Town Council (BHTC), East Grinstead Town Council (EGTC) & Haywards Heath Town Council (HHTC)
		Use Mid Sussex District Council's assets and work with other public sector organisations such as West Sussex County Council (WSCC) and Town Councils to increase the range of facilities and support the economic resilience and attractiveness of the town centres	2018 - 2023	MSDC	
		Deliver the West Sussex Pooled Business Rates scheme offering training and support for independent retailers in order to help support their success	2018 - 2023	MSDC	WSCC
		Undertake a rolling programme of village centre health checks and work with Parish Councils to ensure their aims for their villages are picked up in Neighbourhood Plan reviews or other strategies	2018 - 2023	MSDC	Parish Councils
		Work with the Hurstpierpoint Society to undertake a review of the Hurstpierpoint Conservation Area Character Appraisal and prepare a Management Plan to ensure that the historic character/USP of the village centre is enhanced	2018	Hurstpierpoint Society & Hurst PC	MSDC
		Prepare a Conservation Area Character Appraisal and Management Plan for the historic core of East Grinstead to ensure that any new development builds upon and respects its historic core	2018 - 2019	MSDC	EGTC
		Explore the potential development of a Business Improvement District for Haywards Heath Town Centre to enable local businesses and traders to manage their own programme of promotional and enhancement activities to improve the town centre offer	2019 - 2020	HH Town Team	WSCC
		Prepare a Conservation Area Character Appraisal and Management Plan for Lindfield to ensure that any new development builds upon and respects its historic core	2019 - 2020	Lindfield Parish	MSDC



## Priority theme 1: Places

Outcomes	Measures of success	How will we do this?	Timescale	Lead	Partners
2. The provision of business parks which provide an attractive environment which secure the retention and relocation of businesses  3. The delivery of infrastructure improvements which meet business needs	Increase the number of car park visits of over 2 hours (measure of dwell time). Increase the amount of employment land available within the District by 25ha	Produce a Shopfront Guidance Supplementary Planning Document (SPD) to help guide and secure improvements in shop fronts	2019 - 2020	MSDC	
		Develop a Masterplan to help shape the strategic long-term vision for Haywards Heath as a destination and to co-ordinate development and investment to deliver that vision	2019 - 2021	MSDC	HHTC, HH Town Team, Haywards Heath Business Association (HHBA)
		Refresh the MSDC Parking Strategy and deliver improvements in the quality of parking provision	2020	MSDC	EGTC, HHTC, BHTC
	Completion of the A2300 dualling  Delivery of £11 million sustainable transport infrastructure improvements  Secure additional funding for transport projects	Programme and deliver improvements to Business Parks funded by Section 106 monies	2018 – 2023	MSDC	WSCC, EGBA, HHBA, BHBA, Sussex Chamber of Commerce, landowners, commercial agents, businesses
		Allocate and safeguard employment land through the Site Allocations DPD in order to protect existing employment land and commercial premises and promote the development of additional employment premises to meet local and sub-regional demand	2018 – 2020	MSDC	
		Approve an Infrastructure and Section 106 SPD to enable MSDC to negotiate for infrastructure contributions	2018	MSDC	
		Develop in line with the high level business case, deliver £23.2 million investment in the dualling of the A2300 in order to improve accessibility to the wider highways network, and to facilitate the delivery of the Northern Arc	2020-2022	WSCC	MSCD, Coast to Capital (C2) Local Enterprise Partnership (LEP), BHTC
		Develop and deliver the £11 million Sustainable Transport Package for Burgess Hill to ensure all new development is sustainably integrated to the town centre's goods and services, to reduce congestion and improve journey quality and reliability	2022 - 2023	WSCC	
		Develop and deliver £2.7 million of infrastructure improvements in Haywards Heath to ensure improvements in accessibility, sustainable transport and public realm improvements	2018 - 2021	WSCC	MSDC & HHTC
		Bid for additional funding to develop Sustainable Transport Packages for Haywards Heath and East Grinstead in order to deliver improved accessibility and quality of the public realm	2019 - 2021	MSDC	MPs, MSDC, HHTC & EGTC

## Priority theme 1: Places

Outcomes	Measures of success	How will we do this?	Timescale	Lead	Partners
	Increase the coverage of Full Fibre Broadband infrastructure in the District	To develop and deliver a sustainable cycle and footpath between Burgess Hill and Haywards Heath in order to improve connectivity	2018 - 2021	WSCC	MSDC, BHTC & HHTC
		Design projects to improve cycle and footpath links between Hassocks and Burgess Hill in order to improve connectivity	2018 - 2023	WSCC	MSDC, BHTC and Hassocks Parish Council
	Increase in the number of technology start-ups/businesses	Influence and lobby WSCC, Department for Transport, Homes England, and public transport companies for investment and improvements in highways infrastructure and public transport throughout the District	2018 - 2023	MSDC	MPs, WSCC, C2C Gatwick Diamond, Transport for South East, Sussex Chamber of Commerce
		Work across Mid Sussex, West Sussex, developers and businesses to facilitate the delivery of full fibre and 5G to support existing and new economic activity with an initial focus on Burgess Hill	2020	MSDC	MPs, WSCC, Greater Brighton Economic Board
	Approve an Infrastructure and S106 SPD which includes parking standards	Promote a 'Dig Once' approach to the provision of Full Fibre in infrastructure, housing, and commercial developments	2018 - 2023	MSDC	(GBEB), Developers & WSRP
		Work through West Sussex Rural Partnership (WSRP) to influence the C2C LEP, Greater Brighton Economic Board (GBEB) and central government commitment of funds relating to improvements in broadband speed in Mid Sussex		MSDC	
		Deliver electric vehicle charging points in public car parks: comprising seven fast chargers and one rapid charger.	2018 - 2019	MSDC	



## Priority theme 2: Premises

Ensuring Mid Sussex has a mix of premises, with appropriate levels of parking to encourage entrepreneurship, incubation, retention and relocation of businesses

Outcomes	Measures of success	How will we do this?	Timescale	Lead	Partners
1. An excellent supply of quality industrial and office space to meet the needs and demand across the District  An employment offer which is complementary across West Sussex County Council	Increase amount of business floorspace in the District	Work with WSCC to identify opportunities to use their assets to improve the stock of employment premises of a quality and format that meets market need	2018 – 2019	MSDC	WSCC
		Use the Council's own land to facilitate improvements in the stock of employment premises	2018 - 2023	MSDC	Landowners, commercial agents, businesses
	Delivery of new business units on the Northern Arc Business Parks	Work closely with commercial agents and developers to identify and market business accommodation that meets the needs of growing business, including incubation support	2018 - 2023	MSDC	
	Reduction in the loss of B1 (a) office stock in the town centres	Implement an Article 4 Direction to protect remaining office space in town centres/other strategically important office locations in order to ensure an adequate supply of suitable office space to meet local need	2018 - 2019	MSDC	

Outcomes	Measures of success	How will we do this?	Timescale	Lead	Partners
2. The development of centres of excellence and clusters of specialist industries to facilitate retention, growth and inward investment into the District by these sectors	Development of a programme to secure delivery of the Science and Technology Park  Increase in the number of high GVA jobs in the District	Prepare a Development Framework SPD for the Science and Technology Park in order to ensure its co-ordinated development and successful delivery to provide high quality premises for high tech companies	2018 - 2019	MSDC	Private sector developers & Universities, WSCC
		Work with WSCC, C2CLEP, GBEB and Gatwick Diamond to support new County wide 'opportunity clusters'	2018 - 2023	WSCC	MSDC, C2CLEP, GBEB, Gatwick Diamond, Sussex Chamber of Commerce

## Priority theme 2: Premises

Outcomes	Measures of success	How will we do this?	Timescale	Lead	Partners
3. The development of hotel and conference facilities to meet the needs of visitors and business community	Deliver the mid-range hotels in Burgess Hill, East Grinstead and Haywards Heath  Secure planning permission for additional hotel and conference facilities  Reduce energy costs and increase efficiencies	Work closely with the developers of the hotels already granted planning permission to facilitate their delivery in order to meet identified business need	2018 - 2020	MSDC	Private sector developers and landowners
		Work with hotel and conference facility providers to promote Mid Sussex as a place to develop new facilities	2018 - 2023	MSDC	Hotel companies
		Support small and medium sized enterprises (SMEs) to access 'UTILISE' funding	2018 - 2023	C2C LEP	MSDC

## Priority theme 3: People



Ensuring that everyone has the opportunity to benefit from economic growth

Outcomes	Measures of success	How will we do this?	Timescale	Lead	Partners
Residents have access to opportunities to develop the skills to succeed  Education and training providers are aware of the skills required to access jobs in the growing employment sectors and provide the courses to deliver this  There is provision of further education and higher education in the District	Increase the number of local residents securing NVQ 2 and above qualifications	Work with local businesses to identify the skills needs of key clusters and work with Further Education establishments to facilitate delivery of relevant courses	2018 - 2023	MSDC	Local Businesses
		Work with WSCC to ensure additional 6th Form provision in the District	2018 - 2023	WSCC	MSDC
	Increase the number of local residents securing NVQ 4 and above qualifications	Work with WSCC to ensure higher and further education provision within the District	2018 - 2023	MSDC	Brighton, Chichester and Sussex Universities, Plumpton College & WSCC DfE / WSCC
		Work with WSCC and Department for Education to facilitate an educational use of Central Sussex Haywards Heath campus	Latest position TBC	MSDC	
	Increase the number of students accessing 6th form provision	Continue to support and encourage initiatives which promote and support STEM subjects across the District.	2018 - 2023	University of Brighton /SE STEM Fest	MSDC
		Develop and deliver the Council's Apprenticeship Programme	2018 - 2023	MSDC	
Increase in the number of apprenticeship starts in the District					
Increase the number of apprenticeships run by MSDC to 6 places across the EDS period					

## Priority theme 3: People

Outcomes	Measures of success	How will we do this?	Timescale	Lead	Partners
Ensuring businesses can access robust and effective advice and support for their stage of growth, including start-ups and scale-up businesses	Reduction in number of young people identified as NEETs in Mid Sussex	Continue to work with local businesses and training providers to promote apprenticeships across the District which meet local needs.	2018 - 2023	WSCC & C2CLEP	MSDC
		Continue to facilitate the NEETs Forum in order to identify develop, and review with our partners a programme which supports young people into training or work	2018 - 2023	MSDC	WSCC / YMCA / DWP / Clarion
	Increase the number of new businesses setting up in the District	Monitor the success of businesses awarded with funding from the 2017 WSCC Business Rates pool Micro Business Grant Scheme and deliver the 2018 Micro Business Grant Scheme	2018 - 2020	MSDC	
		Work with the Chamber of Commerce and other partners to develop a programme of events and training which supports local businesses	2018 - 2023	MSDC	Sussex Chamber of Commerce (SCC) / FSB
		Ensure the Council's "Open4Business" event supports local small businesses.	2018 - 2023	MSDC	WSCC
		Continue to support the Young Enterprise scheme and promotion of local events and activities	2018 - 2023	Young Enterprise	MSDC
		Work with universities, innovation centres and other education providers to support spin-outs and new entrepreneurial activities, including through ERDF business support programmes due to be delivered across the county	2018 - 2023	MSDC	Brighton and Sussex Universities
		Support business networks and Business Park Associations to help them achieve their objectives	2018 - 2023	MSDC	EGBA, HHDBA, BHBA and other associations
		Work with the C2C Growth Hub and business navigator service as a key source of business sign posting	2018 - 2023	C2C	MSDC
Increase the number of businesses surviving for more than one year					

## Priority theme 3: People

Outcomes	Measures of success	How will we do this?	Timescale	Lead	Partners
Support and encourage local business growth through the provision of Council services and awarding of Council contracts	Maintain the number of payments of undisputed invoices within 10 days at 98.6%	Continue to use The Council's procurement to help support the local economy by procuring goods and services, where appropriate, from local small and medium sized enterprises	2018 - 2023	MSDC	
		Run an annual training event with SMEs to facilitate improved understanding of how they can access MSDC procurement arrangements	2018 - 2023	MSDC	
		Continue to maintain high standards by ensuring the Council is paying invoices quickly	2018 - 2023	MSDC	
	Increased percentage of food businesses achieving good or very good ratings	Continue to work with business organisations to develop an on-going dialogue to identify and respond to business concerns	2018 - 2023	MSDC	FSB, Sussex Chamber of Commerce
		Continue to provide positive support and advice to new and existing businesses on Food, Health & Safety, environmental, planning and licensing matters to help new and growing business to understand and navigate through the regulatory environment	2018 - 2023	MSDC	MSDC
		Continue to provide extended signposting services to local businesses on grants, funding, business advice, start up information, premises, business rates, etc.	2018 - 2023	FSB, SSC, GBEB and	EGBA, HH&DBA and BHBA
		Continue to support East Grinstead Business Association (EGBA), Haywards Heath (HHBA) and Burgess Hill Business Parks Association (BHBA)	2018 - 2023	MSDC	
Two events run a year to support local businesses					
Run annual training sessions with SMEs to facilitate access to MSDC procurement activities					

## Priority theme 3: People

Ensuring that everyone has the opportunity to benefit from economic growth

Outcomes	Measures of success	How will we do this?	Timescale	Lead	Partners
Improved workplace health	Number of workplaces and employees to engage with the wellbeing service  Number of education courses provided in workshops  75 per cent positive lifestyle behaviour change at 3 and 6 months post intervention	Deliver wellbeing education courses and one to one appointments with employees	2018 - 2023	MSDC	WSCC, Public Health Bodies
		Signpost other support services	2018 - 2023	MSDC	



## Priority theme 4: Promotion

Ensure the continued economic success of Mid Sussex by actively marketing the District's competitive advantages for businesses and promoting the attractiveness of the Mid Sussex for residents and visitors



Outcomes	Measures of success	How will we do this?	Timescale	Lead	Partners
The benefits of the economic strategy are maximised by promoting the District's advantages clearly and widely, encouraging business retention and growth and appropriate inward investment	Staff in post and driving forward delivery of the Economic Development Action Plan	Establish a new Economy and Inward Investment Team to develop and deliver a programme of inward investment activities	2018	MSDC	WSCC, C2C LEP, GBEB, Sussex Chamber of Commerce, DIT,
	Number of visitors staying overnight (serviced accommodation)	Work with our partners to develop and deliver a strategy to actively market Mid Sussex as a place for investment and business	2018	MSDC	Landowners, developers & HCA
		Prepare marketing materials, an event programme and refresh the MSDC web pages in order to ensure the benefits of investment in Mid Sussex are actively promoted	2018	MSDC	
	Total spend by those visiting Mid Sussex for tourism purposes	Work with landowners and developers to prepare promotional material to market development sites and opportunities within Mid Sussex	2018 - 2023	MSDC	
		Work with WSCC, C2C Local Enterprise Partnership and GBEB to ensure that we can access funds and specialist advice	2018 – 2023	MSDC	WSCC, C2CLEP and GBEB
	Percentage and number of jobs in the tourism sector Increase in the number of businesses setting up in the District	Continue to support the Mid Sussex Experience network of high quality tourist attractions and luxury accommodation	2018 – 2023	MSDC	Mid Sussex Experience, WSCC, EGTC, HHTC, BHTC
		Work with Tourism South East to maximise the benefits of being a “Destination Partner”	2018 – 2023	MSDC	Tourism South East
	Increase in the number of events run to promote Mid Sussex	Work with WSCC, C2CLEP, GBEB and Gatwick Diamond to ensure that Mid Sussex District is promoted through their national and international networks and their investor development activities	2018 – 2023	MSDC	WSCC, C2CLEP, GBEB, Gatwick Diamond, Sussex Chamber of Commerce

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