



gatwickdiamond



GATWICK DIAMOND

LOCAL STRATEGIC STATEMENT 2016

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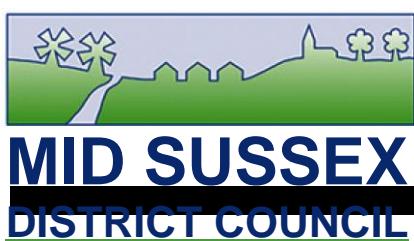


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Tandridge
District Council



SURREY
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1. INTRODUCTION

Overview

- 1.1 The Gatwick Diamond authorities published the **Gatwick Diamond Local Strategic Statement** (GD LSS) in 2012.
- 1.2 The Gatwick Diamond authorities comprise Surrey County Council and West Sussex County Council, and the local authorities of Crawley Borough, Epsom and Ewell Borough, Horsham District, Mid Sussex District, Mole Valley District, Reigate and Banstead Borough, together with Tandridge District.
- 1.3 The GD LSS established a framework for joint working and a means to help fulfil the Duty to Co-operate covering common strategic planning and development themes across the Gatwick Diamond authorities.
- 1.4 A Memorandum of Understanding (MoU) exists between the Gatwick Diamond authorities (aside from Epsom and Ewell Borough who joined the Gatwick Diamond Initiative after the 2012 GD LSS was published and are not party to the MoU) as a mechanism for inter-authority co-operation to promote the planning of sustainable development across the area. The value of the strategic direction set out in the GD LSS has proved beneficial for supporting those Gatwick Diamond authorities that have proceeded through Local Plan examinations and in supporting the Coast to Capital Local Enterprise Partnership (C2C LEP) programmes and priorities.
- 1.5 In preparing the 2012 GD LSS, a programme of work was agreed which included the recognition that a future review and update would be required.
- 1.6 One of the drivers of the 2012 GD LSS was Gatwick Airport. The Airport is the world's busiest single runway airport and has a significant influence on the economy and prosperity of the Gatwick Diamond. The GD LSS is based on Gatwick Airport continuing to operate on the basis of a single runway with two terminals.
- 1.7 Consequently, and to take account of legislative and planning policy changes and to reflect changing economic dynamics as well as an enlarged membership of the

Gatwick Diamond, a refresh of the GD LSS has been undertaken.

- 1.8 This refresh for 2016 sets out the long term strategic planning and investment priorities for the Gatwick Diamond area to guide plan making and decision taking for the individual Gatwick Diamond authorities to 2031. As with the 2012 GD LSS, however, this refresh does not include Epsom and Ewell Borough¹.

¹ Epsom and Ewell Borough is working jointly with the other Surrey authorities as part of the Surrey Strategic Planning and Infrastructure Partnership.

Purpose of the 2016 GD LSS Refresh

- 1.9 The 2016 GD LSS builds on the existing evidence base of Gatwick Diamond authorities and does not establish new development targets or identify specific development sites for growth. Its purpose is to:
- to provide a consistent strategic direction for the Gatwick Diamond area, shaping a sustainable future;
 - to set out how that strategic direction will be translated into change and development;
 - to establish effective mechanisms for inter-authority cooperation on strategic issues so that longer term decisions made through the plan making processes are fully informed, and
 - to identify priority themes for joint working.
- 1.10 The refreshed Statement has been developed through stakeholder consultation with senior officers and elected members of the Gatwick Diamond Initiative.
- 1.11 Following agreement of the content of the refresh with the Gatwick Diamond Members Board, it provides a broad consensus on the relevant challenges and issues affecting the area alongside a strategic direction for joint working and co-operation for delivering the approach laid out in the Statement.

Structure of the GD LSS

- 1.12 Following this introduction, the GD LSS is structured into four main sections:
- **Section 2:** An overview of the Gatwick Diamond which outlines the key factors that necessitate a refresh and the key issues and challenges facing the Gatwick Diamond authorities;
 - **Section 3:** Outline of the strategic vision and objectives for the Gatwick Diamond;
 - **Section 4:** Identification of the key themes that underpin the LSS, drawing on the progress in delivering the 2012 LSS and the identification of strategies considered appropriate to delivering the vision; and
 - **Section 5:** A concise programme for delivering the strategic direction for the



Gatwick Diamond area.

2. CONTEXT

Introduction

- 2.1 This section sets out a summary context of the Gatwick Diamond area and highlights a number of changes and emerging issues since the LSS was originally drafted in 2012.

The Gatwick Diamond

- 2.2 The ‘Gatwick Diamond’ reflects a diamond shaped area, with Gatwick Airport at its heart, running between London and Brighton, and extending to Horsham in the west, and East Grinstead to the east.
- 2.3 The Diamond area extends across parts of the counties of West Sussex and Surrey. It includes the districts and boroughs of, Crawley, Epsom and Ewell, Horsham, Mid Sussex, Mole Valley, Reigate and Banstead and Tandridge.
- 2.4 The Diamond area covers a number of main urban centres (Crawley, Reigate, Redhill, Dorking, Leatherhead, Horsham, Burgess Hill and Haywards Heath), smaller centres and key service locations as well as villages together with areas of national and local environmental significance.

The Gatwick Diamond Location



- 2.5 The Gatwick Diamond is characterised by a strong, well performing economy set within an area that benefits from attractive landscape, a high quality of life and access to a broad range of transport, community and green infrastructure. Gatwick Airport, the world's busiest single runway airport, has a significant influence in the economy and prosperity of the Diamond.
- 2.6 Much has been achieved in the short period since 2012 when the GD LSS was published, as later sections of this document show. The Gatwick Diamond's constituent local authorities continue to focus on meeting the housing, employment, community and social needs of a population that has grown and will change significantly (due to natural demographic changes, an ageing population and immigration) whilst protecting the special character, landscapes (urban and rural) and quality of the environment, particularly protected and sensitive areas, that cover a large proportion of the Gatwick Diamond.
- 2.7 There is however much still to do in meeting the major challenges which underpinned the preparation of the Gatwick Diamond Local Strategic Statement in 2012 (that included infrastructure capacity; meeting housing needs and dealing with affordability; and growing a sustainable economy) and in managing the impact of the growth of the Airport on the infrastructure and environment of the Diamond. The 2016 LSS has been prepared on the basis of supporting the growth of Gatwick to its maximum capacity as a single runway, two terminal airport but the requirement to safeguard land which may be required for a new runway constrains land supply and creates uncertainty within the Diamond.
- 2.8 These challenges continue to represent critical issues for the area today. Together they underpin the strategic approach already established and re-affirm the future direction for joint working and co-operation.

Influences on the Gatwick Diamond Today

- 2.9 The refresh of the GD LSS now is also driven by a number of new and important factors and dynamics that have arisen since the preparation and publication of the 2012 LSS. These include the following:
 - **Meeting the Duty to Co-operate:** Whilst both the Localism Act 2011 and the



National Planning Policy Framework (NPPF) were emerging at the time the 2012 LSS was published (with work on the LSS having commenced in 2010), the requirement under the Localism Act for local authorities to meet the Duty to Co-operate, engaging constructively, actively and on an on-going basis over strategic issues in the preparation of development plans is now better established. The GD LSS establishes and describes common priorities and objectives and is a vehicle for co-operation and ongoing joint working between the authorities.

- **Housing, economic and investment growth:** The publication of the Coast to Capital LEP (C2CLEP) Strategic Economic Plan and delivery programmes detailing extensive capital investment in new economic and transport infrastructure has been a key change that needs to be taken into account in the GD LSS. The LEP programme seeks to drive economic prosperity and performance based on competitive advantages. The Gatwick Diamond area is incorporated within the Coast to Capital LEP and the LSS should take account of the LEP's Strategic Economic Plan, and the implications for parts of the Gatwick Diamond area from the Greater Brighton City Deal. Such strong linkages between the Diamond authorities with other economic areas overlapping and outside the Diamond reflect the diversity and interconnectedness of the Gatwick Diamond area.
- **Changes in national legislative and policy framework, and Development Plans:** A number of fundamental changes have occurred in the legislative and policy framework, such as the Housing and Planning Act, 2016, which have fundamental implications for housing, economic and infrastructure planning. Equally, the 2012 LSS has already supported and informed a number of Local Plans adopted by Gatwick Diamond authorities and the refreshed LSS will continue to be used in support of Local Plan making.
- **London's influence:** The housing and economic growth of Greater London has significant implications and influence on the future of the Gatwick Diamond. The relationship of the urban and rural centres, the availability of sufficient and suitable land for development and the strategic transport network in the Diamond to the growth of London are inter-linked. The Diamond is subject to increasing development and environmental pressures from population growth, housing



affordability challenges, and economic development/investment activities arising from London.

- **Changing national trends in retailing, housing, economic growth:** Ongoing changing trends at the national level have implications for sustainable growth and ultimately impact on the strategic direction for planning, housing and economic issues.
 - **Future update:** The 2012 GD LSS clearly highlighted that for successful joint working to progress on strategic issues facing the Gatwick Diamond, the strategic direction would need to be reviewed regularly. This is particularly important now as the existing LSS takes the position based on information and data available as at July 2011, some of which has been subsequently superseded or is now dated, especially in relation to the Government's aviation expansion priorities.
- 2.10 Taken together, these changes confirm the importance for a review and refresh of the 2012 GD LSS now. This is to ensure that the GD LSS continues to provide a strategic policy direction for the long term, integrated planning and investment priorities and decisions facing each of the Gatwick Diamond authorities over the period to 2031.

Current Issues and Challenges

- 2.11 The Gatwick Diamond's continued economic prosperity must balance a number of competing challenges and issues operating across the area that have implications for the continued sustainable growth and future prospects of the Diamond area.
- 2.12 These strategic issues are not new and reinforce those identified at the time of the 2012 GD LSS. Taken together, the variety of strategic issues that impact on the Gatwick Diamond authorities has informed the objectives and strategic directions that underpin this 2016 GD LSS.
- 2.13 The 2016 GD LSS Vision (see Section 3) cannot be achieved through economic performance alone. Sustainable prosperity and growth is equally dependent on a range of inter-related strategic socio-economic, environmental, infrastructure, education and community issues and challenges which have cross-boundary implications and which are all recognised by the Gatwick Diamond authorities as fundamental in shaping the Priority Themes and framework for future delivery by each local authority.

Significant Economic Driver of the South East, London and UK Economy

- 2.14 The geographical proximity to London, Brighton and the wider south-east region, coupled with high quality road, rail and air connectivity, continue to drive the economic performance of the Gatwick Diamond authorities as a key contributor at the local, national and international level.
- 2.15 The promotion of a knowledge based², high quality economy is recognised by the Gatwick Diamond authorities as central to the economic vision for the Diamond and crucial to deliver a sustainable, diverse and low carbon economy across the urban and rural areas of the area.
- 2.16 The national and international importance of Gatwick Airport as a global business and leisure aviation hub will continue to remain central to the economic development

² Knowledge-based economy – an advanced service and production economy based on information, knowledge and high skill levels

of the area.

- 2.17 Overall, the economic success of the Diamond area has, and will, drive the development dynamics arising from population, housing and employment growth.

External Pressures

- 2.18 The strength of the wider economy in Greater London and the south-east represents both an opportunity and challenge to the Gatwick Diamond. This is particularly in terms of the competing pressures of securing inward investment and highly skilled labour to support the development of the knowledge based economy.
- 2.19 Limited housing choice (for different age groups, types and sizes of households) including the rising unaffordability of housing; the constrained availability of housing in Greater London; and the pattern, scale and density of employment opportunities, have all exacerbated the need for additional housing and have resulted in greater use of local roads and rail for commuting purposes within and outside the Diamond. This in turn has affected the capacity of transport networks in the Gatwick Diamond.

Population and Housing Growth

- 2.20 The ongoing economic success of the Diamond continues to help support population growth and consequent needs for new homes across the area³ in addition to demographic and household changes. This has implications for ensuring an appropriate supply of housing sites in sustainable locations balanced alongside the need to maintain, manage and protect sensitive and valued landscapes and the quality of the natural environment.
- 2.21 All the Gatwick Diamond authorities have projected population and household growth over the short and longer term to 2031, although not all the authorities are experiencing the same underlying drivers of household growth⁴. This raises distinct challenges including meeting the needs of an aging population, providing sufficient homes to provide a choice and mix of types, tenures and sizes that meets identified needs, and securing the necessary transport, community and green infrastructure

³ See GD LSS 2016 Evidence Base, Section 2.1 and 2.2

⁴ See GD SS N2016 Evidence Base, Section 3 – District/Borough Summaries

and services to support such needs.

- 2.22 The current identified housing requirements and needs of each local authority in the Diamond are set out in summary below in Table 2.1 with more details in the supporting Evidence Base document.

Table 2.1: Summary of Identified, Planned Housing Requirements

	Reigate & Banstead	Tandridge	Mole Valley	Horsham	Mid Sussex	Crawley	Total
Housing Numbers							
Planned Requirement	6,900	9,400	3,760	16,000	13,600	5,100	54,760
Affordable Housing	1,500	6,540	950	4,800	5,440	2,040	21,270
By When	2012-2027	2013-2033	2006-2026	2011-2031	2014-2031	2015-2030	

Source: Gatwick Diamond Authorities Development Plans and Tandridge District SHMA⁵

Employment Land and Floorspace

- 2.23 The provision of a flexible supply of employment land (including new sites and the intensification/expansion of existing sites), commercial premises and research facilities to meet the varying needs of the Diamond economy's businesses and workforce remains crucial. This is particularly so considering the strong competing pressures for alternative uses of land, especially housing.
- 2.24 Objectives for sustainable economic growth, a focus on knowledge-driven businesses and support for an expanding low carbon economy means that there is a critical challenge now to ensure that there is a flexible and sufficient supply of the employment land and floorspace to meet varying business needs in both urban and rural areas of the Gatwick Diamond.

Promoting a Low Carbon Economy

- 2.25 The creation of sustainable forms of development including a move towards low carbon are promoted by all the Gatwick Diamond authorities to help meet issues of

⁵ Note the figure for Tandridge is a need figure extracted from the Strategic Housing Market Assessment: Objectively Assessed Housing Needs of Tandridge Paper (page 8)

climate change, and renewable / low carbon energy supply.

- 2.26 It is essential that the local authorities continue to promote joint initiatives and investment to reduce carbon emissions in the Diamond area, particularly given the extent of the rural areas.
- 2.27 Sustainable patterns of growth that actively support the development of a low carbon economy are critical. At a fundamental level, climate change is cross boundary, and in view of changing government policy and advancements in technology, future growth and infrastructure investments will need to be developed and co-ordinated to secure common low carbon economy goals.

Town Centres

- 2.28 The facilities available to residents of the urban and rural areas should provide for those needs that accord with the role and function of the centre in the retail hierarchy.
- 2.29 Across the Gatwick Diamond, the high order town centres (such as Crawley, Haywards Heath, Horsham, Reigate and Redhill), do not compete directly with regional retail and leisure destinations located outside the Diamond at Guildford, Croydon, Brighton, Kingston and Bluewater due to the existing differences in scale between those centres.
- 2.30 No single town centre in the Gatwick Diamond currently dominates or seeks to compete with other high order centres outside the Diamond. Instead town centres in the Gatwick Diamond seek to build on the distinct local and sub-regional roles they fulfil.
- 2.31 A number of town centres are proposed in Local Plans⁶ for significant regeneration and growth in the Diamond and the 2012 GD LSS identified Crawley and Redhill in particular, emphasising a series of development projects and supporting initiatives to regenerate and/or grow the role and function of those centres.
- 2.32 More widely across the Diamond area support is focused on consolidating and enhancing the role of individual town centres as locations to live, work, shop and relax. The safeguarding and enhancement of these centres and continued investment

⁶ See GD LSS2016 Evidence Base, Section 3 – District/Borough Summaries

is essential to provide easy access to services and facilities and support sustainable growth in each local authority area.

- 2.33 The growth and expansion of centres will need to respect their individual characteristics, heritage, environment and community value whilst providing for the local needs of residents. This remains a significant challenge for the Gatwick Diamond authorities and while much has been achieved since 2012 there is a need now to re-affirm and prioritise support for the town and village centres within the Gatwick Diamond.

Contribution, Role and Function of the Rural Areas of the Diamond

- 2.34 Much of the Gatwick Diamond is rural in character, particularly Mole Valley and Tandridge. Across the Diamond, the rural areas and smaller settlements contribute significantly to the economic performance and prosperity of the area as an attractive, high quality place to live and work although there are development pressures which impact on these rural areas.
- 2.35 The Gatwick Diamond authorities must continue to balance the economic, leisure, environmental and residential roles of rural areas, many of which are within sensitive or protected locations often of national significance. This is a critical challenge to authorities seeking to ensure that development does not adversely impact on the high quality and unique environmental, landscape and economic contribution of the rural areas of the Diamond.
- 2.36 It is also important to recognise and support economic opportunity in rural areas and the role that rural areas and the smaller centres play in this respect. As working patterns have changed and continue to do so, a greater number of people work from home and small, rural-based businesses offer new and more flexible patterns of employment (by location and time). Indeed, these changes to the operation of the rural economy have become increasingly prevalent across the Diamond in the past few years. In the longer term this 'direction of travel' is anticipated to continue as advances in telecommunications and superfast broadband technologies support systemic and structural changes to working patterns and locations.
- 2.37 The Diamond authorities are well placed to meet these emerging challenges but there is much still to do in establishing a coherent and comprehensive programme of

support for rural businesses and the evolution of smaller centres.

Skills and Education

- 2.38 Whilst many of the current residents of the Gatwick Diamond are well qualified (above the national average), there are certain areas within the Diamond with an evident disparity between skills levels, access to job opportunities and prospects of employment in knowledge and high value industries or occupations.
- 2.39 The need to improve the education and skills of residents is clearly evident to ensure there are the best possible opportunities for everyone.
- 2.40 The Gatwick Diamond's focus on developing a world-class knowledge based economy, whilst well embedded in parts of the Diamond, is not equally spread⁷. Furthermore, for economic prosperity to continue, especially against a background of strong competitor locations outside the Diamond⁸, it is essential that higher skill levels are cultivated and routes to employment in knowledge-based industries made available.
- 2.41 The absence of a higher education facility (or cluster of co-located facilities) in the Gatwick Diamond (other than the University of the Creative Arts in Epsom) remains a major challenge and significant constraint for developing skills and growing businesses operating in a recognised knowledge cluster. The lack of such higher education facilities remains a drag anchor in terms of securing new inward investment, business retention as well as affecting work commuting patterns between the Diamond and other competing business locations in London and the wider south-east.

Managing the Countryside and Protecting the Natural Environment

- 2.42 The Gatwick Diamond contains a diversity of countryside and landscapes. Existing

⁷ See GD LSS 2016 Evidence Base, Section 3 – District/Borough Summaries

⁸ Competitor locations such as Brighton and Hove, The M3 corridor, The M4/Thames Valley corridor and the centres of Greater London for example

planning policies⁹ seek to ensure that the high quality and diversity of nationally important landscapes such as the Surrey Hills Area of Outstanding Natural Beauty (AoNB) and the High Weald AoNB, together with the South Downs National Park, are protected and safeguarded while opportunities for living, employment and recreation are available for communities and businesses. In addition, there are a wide range of locally important and non-designated landscapes which also contribute to the attractiveness and environmental value of the Diamond.

- 2.43 Development pressure is significant in all areas of the Diamond and there is an ongoing challenge to manage the countryside, its diversity of landscape character areas, protect sensitive environments and respect for national level land use designations including the Metropolitan Green Belt that covers a large proportion of Tandridge, Reigate and Banstead, Epsom and Ewell and Mole Valley.
- 2.44 Protection of the countryside and landscape character remains a central focus for the Gatwick Diamond authorities with ongoing pressures for development (particularly new housing) to be balanced against protecting the intrinsic qualities of the countryside, Green Belt and natural environment which all contribute to making the Gatwick Diamond an attractive place to live and work.

Transport and Communications Infrastructure

- 2.45 Notwithstanding excellent road, rail and air links serving the Gatwick Diamond, the high levels of usage and resultant pressures on services have adversely impacted on infrastructure and created the need for significant investment to upgrade transport links to address and manage congestion across the area.
- 2.46 The promotion of sustainable transport and management of traffic growth, will be vitally important to enhance the future growth of the area. Improving and promoting alternative transport choices (with many schemes and programmes already underway to achieve this) can assist in increasing highway capacity and support longer-term transport modal choice behavioural change.
- 2.47 The ongoing growth of Gatwick Airport under its existing single runway operation, alongside congestion on the M23 and M25, main A road network, and pressure at key

⁹ See GD LSS 2016 Evidence Base, Section 3 – District/Borough Summaries



rail and public transport interchanges throughout the Diamond area represent major challenges for the future prosperity and potential of the area.

- 2.48 These fundamental issues are recognised by all the Gatwick Diamond authorities and is reflected in the significant commitment to investment in sustainable transport hubs, transport management and strategic connectivity across the area, in accordance with the infrastructure priorities identified by the Coast to Capital LEP.
- 2.49 The continued development and roll-out of superfast broadband for urban and rural areas is central to the promotion of sustainable economic growth and is well advanced across all the Gatwick Diamond authorities.

3. VISION

Vision

- 3.1 The Vision builds on that originally established in the 2012 GD LSS. It confirms the substantial economic contribution of the area at the local, national and international level, and its role in supporting the continued development of a knowledge led economy that delivers economic prosperity based on a sustainable pattern of development and growth across the urban and rural areas of the Diamond.

By 2031 the Gatwick Diamond will be a world-class, internationally recognised business location achieving sustainable prosperity and growth.

- 3.2 The purpose of the Local Strategic Statement, established in the 2012 GD LSS, remains wholly relevant. It is to:
- provide a consistent strategic direction for the Gatwick Diamond area, shaping a sustainable future;
 - set out how that strategic direction will be translated into change and development;
 - establish effective mechanisms for inter-authority cooperation on strategic issues so that longer term decisions made through the plan making processes are fully informed; and
 - identify Priority Themes for joint working.

4. PRIORITY THEMES

Introduction

- 4.1 The purpose of the Priority Themes is to identify and confirm the principal issues and matters upon which the Gatwick Diamond authorities will work jointly. The Priority Themes offer strategic direction for the Gatwick Diamond authorities as well as inform the preparation of the individual authorities' own strategies and plans.
- 4.2 To provide strategic direction, the 2016 GD LSS includes six Priority Themes (following a review of the eight original key themes in the 2012 GD LSS). The Priority Themes are explored in more detail in the following sections.

Priority Themes

- 4.3 The Six Priority Themes are:
 1. Achieving a Sustainable Economy and Prosperity including Supporting Low Carbon Growth;
 2. Investing in Urban and Rural Centres;
 3. Delivering a Choice and Mix of Homes;
 4. Education and Skills;
 5. Infrastructure; and
 6. High Quality Natural Environment, Countryside and Landscape.

Priority Theme 1 – Achieving a Sustainable Economy and Prosperity including Supporting Low Carbon Growth

Review of Progress Since 2012

The 2012 GD LSS included a number of medium term strategies focussed on economic growth. The first, to plan for and deliver economic development and growth has largely been achieved and further development is being planned for across the Diamond area, both rural and urban, with required conditions and space necessary for growth for all business types and size being delivered. Actual and planned growth is consistent with the overall strategy in that it remains focussed on further enhancing existing strengths – life sciences, technology, services and agriculture, and reflects local needs and opportunities. However, there has been less obvious progression with the desired repositioning of the economy towards a stronger focus on knowledge-based industries and low carbon economic growth and it is important to improve and reinforce cooperation and coordination between member authorities to bring further success.

Economic growth has occurred and is planned across the Diamond and not just in those areas specifically highlighted in the 2012 GD LSS, namely Crawley, Gatwick and Redhill.

There are significant development plans for potential science and business parks in Horley, Horsham and at Burgess Hill, as well as the regeneration of the Manor Royal Business Park in Crawley and “Plan L” in Leatherhead¹¹.

The economic development potential of Gatwick Airport has been impacted by the delayed decision over a new runway for the South East and the effect that is having on available employment land. This is not unique to Gatwick and other areas, such as Horsham, are also having challenges in securing the quantum and mix of sites and floorspace required.

Longer term economic strategies (such as the Coast to Capital LEP Strategic

¹¹ See GD LSS 2016 Evidence Base, Section 3 – District/Borough summaries

¹² See GD LSS 2016 Evidence Base, Section 3 – District/Borough summaries – 3.4

The 2012 GD LSS included two medium term strategic themes specifically focussed on making progress towards a low carbon economy and reducing the Diamond's carbon footprint. The first was for the local authorities to develop and maintain strategies for securing more sustainable forms of development and a more efficient low carbon economy. This has largely been achieved with all authorities seeking to promote and secure sustainable forms of development, in accordance with national planning policy. However, each authority has approached this differently with different targets and policies and there is scope for a more consistent approach. For example, the Surrey Climate Change Partnership is aiming for a 40% reduction in carbon emissions by 2020, whereas the targets for Horsham and Crawley are 26% and 32% respectively over the same period¹³. Further, Crawley plans to be carbon neutral by 2050.

The combined Gatwick Diamond economy is strong and growing. It is expected to deliver some 50,000 new jobs¹⁴ over the period of the 2016 GD LSS, many of which will be high value, skill and wage roles. However, economic growth and prosperity is not consistent across the Diamond within each local authority area.

Priority Theme 1 supports economic growth to:

- ensure that opportunities to grow a knowledge-driven economy are maximised;
- develop and maintain strategies for securing more sustainable forms of development to deliver an efficient, low carbon economy;
- sustain a flourishing and competitive knowledge based economy with high levels of entrepreneurship, providing sustainable employment;
- allow businesses to operate in an environment which enables the Diamond to be recognised, nationally and internationally, as one of the top locations for businesses;
- regenerate areas which need change and improvement to meet modern investor and business expectations.

¹³ See GD LSS 2016 Evidence Base, Section 3 – District/Borough summaries

¹⁴ See GD LSS 2016 Evidence Base, Section 2.3

Reason this is a Priority Theme

- 4.4 The need to develop lifestyles, businesses and an economy that are sustainable should continue to run through economic strategies and policies at all levels. The drive for economic prosperity must be accompanied by balance with the challenges of climate change¹⁵. Accordingly, the previously separate economic growth and low carbon themes of the 2012 GD LSS have been brought together as one now.
- 4.5 By addressing climate change through the development of a low carbon economy, the Gatwick Diamond can achieve significant natural, social and economic benefits. The Diamond's continuing objective to minimise its carbon footprint can be addressed through all of its Priority Themes.
- 4.6 The prospect for strong economic development is evident in the plans of the Gatwick Diamond authorities although there needs to be a greater level of co-ordinated activity to deliver more. Greater co-operation and consistency between authorities will further drive delivery of the shared commitment to address climate change and ensure that the Diamond is well placed to take full advantage of the economic opportunities presented including attracting and retaining businesses.

How Will This Theme Be Addressed?

- Plan for continued economic growth building on the opportunities already identified in local authority and LEP plans to secure a knowledge based economy.
- Deliver economic development activities to attract new businesses and retain existing business to support the whole Gatwick Diamond economy.
- Build on and develop industry expertise, whilst seizing and delivering the rare opportunities to make significant statements of intent such as new science/office/business parks, continued support for economic growth in existing employment areas; and support for town centre regeneration and growth.
- Co-ordinate employment land policies to secure and support the retention of employment land necessary to provide a mix and choice of high quality sites and locations.
- Establish policies that focus on opportunities to enable people to live and work locally, helping to match the skills of the workforce to the needs of a growing and

repositioned knowledge driven economy.

- Support business start-ups, grow on and incubator space.
 - Develop and maintain strategies and standards for securing more sustainable forms of development and a more efficient low carbon economy.
 - Continue to work together and with partners to develop and support innovative projects which help reduce the Diamonds' carbon footprint.
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¹⁵ See GD LSS 2016 Evidence Base, Section 2.4 – Low Carbon Economy

Priority Theme 2 – Investing in Urban and Rural Centres

Review of Progress Since 2012

Although this theme did not exist in its own right within the 2012 GD LSS, a number of strategies that were included in the Statement did support a broad and balanced investment approach across both urban and rural centres, notwithstanding the particular identification of Gatwick, Crawley and Redhill as the key urban centres for development.

The 2012 GD LSS focused particularly on two major town centres, at Crawley and Redhill¹⁶. While this was a useful focus that should continue over the 2016 GD LSS period, there is a need to broaden the scope and approach to investment in both urban and rural centres.

The 2012 GD LSS included ensuring that potential development reflecting local needs and opportunities would be supported in towns across the area, and that opportunities would be sought to secure support for all areas where the environment or service access impacts on resident quality of life.

Further the 2012 GD LSS stated that policies should focus on opportunities to enable people to live and work locally, whilst safeguarding and enhancing the intrinsic character of the countryside and maintaining the opportunities it provides for employment, recreation and renewable energy.

Broadly, all of the local authorities have acted and planned in a manner that is consistent with these strategies, which are becoming firmly established across the Gatwick Diamond.

¹⁶ See GD LSS 2016 Evidence Base, Section 3 – District/Borough summaries 3.1 (Crawley) and 3.5 (Reigate and Banstead)

¹⁷ See GD LSS 2016 Evidence Base, Section 3 – District/Borough summaries

The Gatwick Diamond is characterised by a mix of larger urban centres together with a range of smaller sized and more rural centres. These come together to deliver a successful and growing economy and offer an attractive, desirable place to live and work.

The Gatwick Diamond authorities recognise the role that both urban and rural areas play in bringing this success and prosperity. Priority Theme 2 supports investment in urban and rural centres to:

- enable the regeneration and growth of the major urban centres within the overall hierarchy of centres to ensure that opportunities to provide an appropriate range of services and facilities are maximised;
- carefully nurture and manage the growth of both urban and rural centres to promote and protect the individual character of towns and villages and diversity of place;
- support and co-ordinate work to rejuvenate and grow smaller town and village centres to ensure they can offer a wide range of facilities and services.

Reason this is a Priority Theme

- 4.7 The Gatwick Diamond authorities recognise the importance of protecting and enhancing the individual character of towns and villages and retaining the diversity of places. The Gatwick Diamond's strength is in its diversity urban centres, smaller towns and villages. Accordingly, there will be a continued focus on maintaining the particular character alongside targeted growth set out in individual Local Plans.
- 4.8 Although most people living in the Gatwick Diamond live in the larger urban centres, the smaller towns and villages offer an important component of the overall quality of life provided as well as being a key element and driver of the area's economic strengths. The role and function of the smaller towns and villages are integral to the continued economic prosperity of the Diamond and for each local authority area.

How Will This Theme Be Addressed?

- Continue to protect and enhance the character of the Gatwick Diamond towns and villages and retain the diversity of places in which people can live and work.
- Support investment in the major urban centres including Crawley, Redhill, Horsham, Leatherhead, Haywards Heath and Burgess Hill to enable growth and regeneration so that these larger centres can continue to play an effective and competitive role in providing retail, leisure and services within the Gatwick Diamond.
- Opportunities will continue to be sought to secure support for growth and regeneration of those areas, within smaller towns or villages, where the quality of the environment or the access to retail, leisure or community services/facilities needs to be enhanced or maintained to ensure the quality of life of those who live or work there.

Priority Theme 3 – Delivering a Choice and Mix of Homes

Review of Progress Since 2012

The Gatwick Diamond authorities have clear objectives for new housing growth and are seeking to deliver more than 55,000 new homes over the period to 2031. This is set

against a need to maintain and respect the unique character of the individual towns, villages and countryside. Delivery of new housing must also be supported by

¹⁸ See GD LSS 2016 Evidence Base, Section 2.1 (Housing) and Summary Table 2.1 in this main LSS

³⁶⁹ See GD LSS 2016 Evidence Base, Section 3 – District/Borough summaries

adequate infrastructure to meet community and business needs. Priority Theme 3 supports the delivery of a choice and mix of homes by:

- responding to the demographic and economic needs for new housing for all groups, including travellers, identified through Local Plan work undertaken to establish objectively assessed housing needs;
- providing a sustainable environment, including towns and villages, for local communities to live and work in;
- identifying a series of strategic housing sites and targeting growth in key centres and smaller, sustainable development locations;
- promoting a mix of tenures including social housing, private rented starter homes, affordable rent and market housing;
- planning for delivering housing to meet identified needs as far as possible taking into account the constraints to development that exist.

Reason this is a Priority Theme

- 4.9 Meeting the need for new housing remains a clear national priority. It is acutely important for areas such as the Gatwick Diamond, where there are demographic and lifestyle changes that will continue to create new households, and economic growth prospects that will continue to draw new people to seek to live and work in the area.
- 4.10 The scale of this issue is clearly articulated across the Gatwick Diamond with in excess of 55,000 homes being targeted for delivery across the various Local Plan time horizons.
- 4.11 The Gatwick Diamond authorities take a strong role in housing delivery through planning and the determination of planning applications, whilst balancing the need for new homes with the desire to maintain the character of the towns, villages, natural landscape and countryside across the area.
- 4.12 Significant areas of land and sites have already been identified for the delivery of new

housing²⁰. There is however still an identified shortfall and a need for suitable land and sites, or even new settlements to meet housing requirements as far as possible, taking into account the need for development to be sustainable and the presence of constraints to development. This is to ensure a quality and choice of housing is available for purchase and rent for all groups, and to help address affordable housing needs.

- 4.13 The housing needs of particular groups are to be addressed through Local Plans. These include the needs of gypsies and travellers, the elderly, students and those with disabilities.

How Will This Theme Be Addressed?

- Promote housing development as far as possible and consistent with national planning policy to meet locally determined, objectively assessed housing needs.
- Promote housing development while retaining the diversity of places to live and protecting the character of individual towns, villages and rural areas where housing growth is planned.
- Work with public and private partners to focus on the delivery of significant new housing schemes on planned and allocated brownfield and greenfield sites in each local authority area.
- Deliver a mix of housing tenures and housing types as determined locally with reference to Strategic Housing Market Area Assessments. The mix will seek to meet a wide range of needs across the various housing markets, taking into account the need to provide affordable housing for those who cannot readily access the housing market, and the need to provide market housing of a type which meets the needs and expectations of an increasingly skilled workforce.
- Continue to review and monitor types, tenures and levels of housing provision to ensure delivery meets locally identified needs and Government policy. The partners will work together to ensure that the themes and issues arising within the various Housing Market Assessments across the Diamond are addressed.
- Actively address the significant shortfall in land availability for new housing by working with stakeholders to seek to increase the supply of sustainable sites through the plan making process and support the completion of housing developments that have already been permitted.
- Enable the barriers to housing delivery, such as infrastructure, communications and land quality, to be resolved by ensuring policies and strategies specific to housing delivery are developed in an integrated manner with those for infrastructure delivery and land.

Priority Theme 4 – Education and Skills

Review of Progress Since 2012

The 2012 GD LSS did not contain a specific strategic objective covering Education and Skills, however, this was split across the People, Places and Community and Economic themes.

There were two strategies included within the 2012 GD LSS that were relevant to this theme. The first addressed the need for strong, growing and aspirational communities with the skills to access the job opportunities available in the Diamond and the second focused on the partners working with Further and Higher Education bodies and the business communities to help secure funding and opportunities for new and improved pathways to higher skill levels.

Progress against this theme has been mixed in the period since 2012 as there continues to be a limited higher education presence or University provision within the Gatwick Diamond area. This limits the ability to secure the necessary higher

The Gatwick Diamond authorities ambition remains to have a flourishing and competitive knowledge based economy with high levels of entrepreneurship, providing sustainable employment and operating in an environment which enables the Diamond to be recognised, nationally and internationally, as one of the top locations for businesses.

The development of a knowledge based economy in the Gatwick Diamond is dependent on the availability within the community of the skills needed for this type of work. The ambition remains to secure a higher education facility to act as a catalyst for change, raise aspirations and enable more people to develop the skills needed in a changing economy.

There are also challenges to ensuring sufficient capacity in secondary education facilities

which arises from the growth of new households and rising population across the Diamond.

Priority Theme 4 supports the delivery of:

- strong, growing and aspirational communities with the skills to access the job opportunities available in the Diamond;
- opportunities for research and development, fostering start-up and grow on floorspace that allows higher skills capacity to be used to the benefit of the Gatwick Diamond economy;
- a higher education presence within the Gatwick Diamond by working with partners from inside and outside the area;
- skills improvement activities ranging from local employment schemes with employers to working with education bodies, to establish programmes that operate across the Gatwick Diamond area.

Reason this is a Priority Theme

- 4.14 The Gatwick Diamond's position within the south-east and the UK as a significant location for employment and economic growth is well established²¹.
- 4.15 However, the Gatwick Diamond experiences significant competition from a variety of locations within the south-east and further afield. The Diamond offers excellent primary and secondary education opportunities (although there are existing secondary education capacity constraints that must be addressed), nevertheless there is still a need to secure a higher education offer and to expand further education opportunities and avenues to foster skills development.
- 4.16 The limited university provision within the area continues to diminish the effectiveness and ability for the local authorities and the LEP to secure skills and support capacity

development aligned to business needs other than through institutions external to the area.

- 4.17 With the continuing constraints on Government expenditure, the strategic direction may need to focus on shorter term initiatives to strengthen the pathways into higher education and to secure a university presence through the collaboration of existing institutions in tandem with seeking to develop a university campus or co-located higher education facilities.

How Will This Theme Be Addressed?

- Support the provision of further secondary education capacity to meet growing need for such facilities driven by population and household growth.
- Work with higher education institutions from outside the Gatwick Diamond to develop a university level offer, either physically or through targeted programmes as well as enabling a hospitable environment for their potential establishment.

²¹ See GD LSS 2016 Evidence Base, Section 3 – District/Borough summaries and Section 2.3 (Employment)

- Support and further advance work on the creation of Science and Technology Parks that will foster a stronger link between higher education and commercialisation of intellectual property, research and innovation in the Gatwick Diamond.
- Develop policies focusing on opportunities to enable people to live and work locally, by seeking to match the skills of the workforce to the needs of a repositioned economy.
- Work with further and higher education bodies and the Gatwick Diamond business communities to help secure funding and opportunities for new and improved pathways to higher skill levels. In the short and medium-term, the focus will be on opportunities for developing courses and other training opportunities at existing or expanded locations, geared in particular, to the needs of local businesses.

Priority Theme 5 – Infrastructure

Review of Progress Since 2012

The 2012 GD LSS included a strategic theme entitled Transport and Communications. Within this there were a series of four short to medium-term strategies and four longer term strategies.

These strategies focussed on transport policies that would invest in sustainable transport to improve connectivity and efficient travel across and through the area and to increase capacity by encouraging alternative modes of public transport.

There were also a series of strategies focusing on Gatwick Airport, to support its expansion to the capacity limit operating as a single runway facility; to improve the traveller experience to and through the Airport; and to safeguard land for a potential second runway.

The final objective in the 2012 GD LSS under this theme focussed on improvements to high speed broadband across the area.

Performance against these strategies has been strong with a series of improvements to the transport network achieved or now committed within the relevant Local Plan periods ²². These include line electrification, highways improvement, including junction and lane widening.

The Gatwick Diamond authorities are committed to improving existing infrastructure provision and supporting the significant economic and housing growth objectives by developing an efficient and effective infrastructure network that provides the range and quality of transport, social, community, communications and waste facilities expected by the Diamond's residents and businesses.

²² See GD LSS 2016 Evidence Base, Section 3 – District/Borough summaries

²³ According to Better Connected West Sussex

Priority Theme 5 supports the delivery of transport, communications, healthcare and waste and minerals infrastructure to:

- provide sustainable access and connectivity to the main employment locations and urban and rural centres;
- support the growth of Gatwick Airport to its maximum capacity as a single runway, two terminal airport;
- ensure appropriate community infrastructure facilities are created, managed and maintained where new housing and economic development schemes are delivered;
- provide superfast broadband and other ICT technologies for new housing and employment developments as well as retrofitting to existing communities that will allow the Diamond to compete economically at regional, national and global levels;
- minimise waste generation and to ensure reuse and recycling of domestic, industrial and commercial wastes including their transfer within and outside the Gatwick Diamond area;
- ensure waste infrastructure, which is key to ensuring sufficient capacity for waste management, is protected;
- ensure the appropriate provision, transportation, use, protection and management of the Gatwick Diamond's finite mineral resources.

Reason this is a Priority Theme

- 4.18 Transport links across the Gatwick Diamond area have become increasingly congested over the last decade. Transport studies undertaken have demonstrated that the area has some of the most overcrowded train journeys in England and Wales and not all parts of the Diamond are well served by rail. Some towns have no direct connections to London and some rail connections to Heathrow and Gatwick airports are unsatisfactory.
- 4.19 Parts of the road network within the Gatwick Diamond are operating at capacity with high levels of car ownership and car usage combining with narrow, winding rural roads and congested towns and major junctions.
- 4.20 The 2012 GD LSS indicated that the area's motorways carry up to 80% more traffic than the average for the south-east region with the A roads up to 65 % more traffic than the national average. This pattern of use is heavily influenced by commuters travelling into London, and by the direct and indirect impacts of Gatwick Airport (and by the wider influence of Heathrow Airport where 44% of passengers arrive at Gatwick by public transport, the remainder using private vehicles. There is also a high level of in and out work commuting to and from the Gatwick Diamond.
- 4.21 Significant investment²⁴ is therefore required in the transport networks of the Gatwick Diamond and in encouraging alternative modes of travel using public transport if the economic potential of the area is to be met, the cumulative impacts of growth addressed and the quality of the environment adequately protected, including:
- motorways and highways in the form of highway technology improvements (smart motorways), interchanges and junction improvements and to address the resilience issues caused by the fact that there is just one main line railway and one motorway route running north-south through the Diamond;
 - rail in the form of capacity improvements, electrification of key lines as well as train lengthening on the North Downs and Brighton main line as well as Crossrail 2;
 - public transport interchange improvements at key stations; and
 - continued growth of Gatwick Airport to its maximum capacity as a single runway airport.

- 4.22 The provision and management of other infrastructure, especially community and social infrastructure and communications is also essential to ensure that sustainable patterns of development are created and maintained.
- 4.23 The reduction, reuse and recycling of waste is a key priority given the levels of economic and housing growth anticipated in the Gatwick Diamond. Similarly, the extraction and processing of finite mineral resources remains a key issue for the local authorities and Waste and Minerals Plans and programmes will need to continue to address these matters.
- 4.24 Infrastructure deficits where they have not already been addressed by the appropriate authorities and agencies remain of concern to local communities and there is a particular need to ensure that future infrastructure will meet the needs arising from new developments.

²⁴ See GD LSS 2016 Evidence Base, Section 2.5 (Project Capital Funding) and Section 3 – District/Borough summaries

How Will This Theme Be Addressed?

- 4.25 Improvements and enhancements to a wide range of transport, community, communication and waste infrastructure will be achieved by:
- Establishing effective mechanisms for inter-authority co-operation on strategic infrastructure provision to deal with the impacts of growth and to ensure that infrastructure and investment programme decision-making is well informed¹⁰.
 - Implementing the strategies laid out in Infrastructure Development Plans and Transport Plans subject to available funding. These set a framework for considering transport and other community and services infrastructure requirements associated with future development across the two counties within the Gatwick Diamond.
 - Supporting the implementation of major infrastructure improvements such as improvements of key arterial routes, delivery of new junctions on major routes, capacity building and electrification of key rail lines, and public transport interchanges subject to available funding¹¹.
 - Facilitating good access between and into the main towns and attractions and progressively manage a reduction in congestion.
 - Supporting the growth of Gatwick Airport to its maximum capacity as a single runway, two terminal airport subject to ongoing agreements and commitments to manage the environmental impacts.
 - Continue to support Gatwick Airport to secure a high quality environment for travellers at the airport and a range of routes which meet the needs of business users as well as those of the wider tourist market.
 - Complete the implementation of Community Infrastructure Levy (CIL) charging schedules within each local authority area as one mechanism for collecting funds for strategic infrastructure improvements. Where appropriate, CIL will be supplemented by negotiated planning obligation agreements (S106) for strategic sites. Other funding sources will be sought for larger and strategic infrastructure

¹⁰ Including supporting the development of the 3SC Infrastructure Study.

¹¹ Including working with the Sub-National Transport Body, Transport for the South East (TfSE)
<https://transportforthesoutheast.org.uk>)

through bids to regional and national funding sources.

- Continue to work with telecommunication providers to extend and improve superfast broadband across the Gatwick Diamond.
- Work to support ongoing commitments to reduce waste generation and to increase reuse and recycling of materials and water to reduce the amounts transferred or sent to landfill.
- Protect and manage the extraction and transportation infrastructure for mineral resources.

Priority Theme 6 – High Quality Natural Environment, Countryside and Landscape

Review of Progress Since 2012

The 2012 GD LSS included a strategic theme covering the Countryside & Landscape. Within this theme were two medium-term strategies. The first sought to safeguard and enhance the intrinsic character of the countryside, whilst also maintaining the opportunities it provides for employment, recreation and renewable energy; and the second was to restrict the loss of countryside by keeping greenfield development to a minimum.

Whilst the Gatwick Diamond authorities have protected the intrinsic character of the countryside through plan-making²⁵ and planning decisions and have worked to minimise new greenfield developments, there have and will continue to be developments that come forward in countryside locations and areas with protected natural environments. The Gatwick Diamond authorities individual Local Plans will continue to be the appropriate place to establish, test and evaluate options for greenfield development.

The Gatwick Diamond authorities continue to recognise the social and economic benefits of a high quality natural environment, countryside and landscape that complements the towns and villages and which is readily accessible to those who live and work in the larger towns. They want a natural environment that is safeguarded from the challenges brought by development with loss of greenspace minimised to that which cannot be avoided.

Priority Theme 6 supports the protection and management of a high quality natural environment, countryside and landscape character. The aims are to:

- maintain and enhance an attractive rural environment which complements the towns and villages, is readily accessible to those who live and work in the larger towns and provides social and economic benefits;

²⁵ See GD LSS 2016 Evidence Base, Section 3 – District/Borough summaries

- enable the ongoing, active management of sensitive and protected environments and landscapes including the Surrey Hills and High Weald Areas of Outstanding Natural Beauty;
- protect and enhance non-designated landscapes that are an environmental, social, economic and landscape resource of value in their own right;
- ensure the purposes of the Metropolitan Green Belt are managed and maintained;
- support the role and functions of the South Downs National Park.

Reason This is a Priority Theme

- 4.26 The Gatwick Diamond area contains a range of significant countryside designations, some with national and international importance, ranging from the Surrey Hills AONB, to the High Weald AONB and South Downs National Park. In addition, development patterns in the northern part of the Diamond are significantly influenced by the Green Belt which plays a fundamental role in preventing urban sprawl, preventing neighbouring towns from merging and assisting in safeguarding the countryside from encroachment²⁶.
- 4.27 The mix of urban and rural areas, coupled with the attractiveness of the countryside is identified as a key attribute of the Gatwick Diamond area. There is therefore, a



need to recognise the varied role that the countryside plays, not just as a counterbalance to the urban areas which it surrounds, but as an important element of the wider economy in its own right.

- 4.28 In some cases, the Gatwick Diamond authorities are constrained in their ability to support future housing and economic growth by the need to protect and manage the Green Belt and safeguard sensitive landscapes and environmental areas. The location of new development may require greenfield land outside existing settlements and there may be a need to identify and allocate sites through Local Plan processes that are within or close to existing protected landscapes and environments. Those authorities with Green Belt may need to undertake Green Belt review assessments through Local Plan processes and (where appropriate and justified) may allocate sites that are currently within the Green Belt.

²⁶ See individual local authority Development Plan documents and GD LSS 2016 Evidence Base, Section 3 – District/Borough summaries



How Will This Theme Be Addressed?

- Continue to safeguard and enhance the intrinsic character of the countryside, maintaining the opportunities it provides for employment, recreation and renewable energy and protect the fundamental aim, purposes and coherence of the Green Belt.
- Continue to support and manage sensitive and protected environments in the Gatwick Diamond working with the appropriate AONB Management teams and the South Downs National Park Authority accordingly.
- Greenfield development and loss of valued countryside landscapes will be kept to a minimum and balanced against the needs to support economic and housing growth across the Gatwick Diamond.
- Ensure that individual Green Infrastructure strategies and studies are complementary in terms of their approach, coverage and strategies for such infrastructure.
- To support housing and economic growth, where it is unavoidable, a review of the Green Belt may be necessary. The matter will be addressed through individual Local Plan processes, with appropriate co-ordination to ensure that individual assessments are complementary.

5. DELIVERING THE PRIORITY THEMES

Introduction

- 5.1 The 2016 GD LSS adopts a consistent approach with that of the previous 2012 GD LSS. It provides a strategic view of the Gatwick Diamond authorities' framework for co-operation, joint working and co-ordination of planning and investments.

Delivery

- 5.2 The delivery of the GD LSS Vision and Priority Themes will be through the relevant Development Plans prepared by each Gatwick Diamond authority. The timing of this process will vary for each authority and will be dependent on the status of the Development Plan.
- 5.3 Notwithstanding this, for those authorities that have an adopted Local Plan following public examination, the GD LSS has proved to be an important tool for helping to establish the strategic context for development. Its value is therefore well recognised and for those Diamond authorities proceeding to examination, or undertaking a Plan review, this 2016 GD LSS provides a strategic direction for policy formulation at the local level. In this regard, it will be important for local authorities preparing their Local Plans to demonstrate how the Plan takes account of and addresses the issues set out in the 2016 GDLSS.
- 5.4 In addition, strategic bodies such as the Local Enterprise Partnership, Surrey County and West Sussex County councils may use the LSS for guidance and in order to help align infrastructure programmes with economic plans and projectinvestments.

Monitoring and Review

- 5.5 It will be important for the Gatwick Diamond authorities to jointly monitor and review emerging Development Plan Documents to ensure consistency with the GD LSS. There is also a clear recognition of the need for a further review and refresh of the GD LSS to take account of progress and future changes in circumstances.
- 5.6 The process for review and monitoring the GD LSS 2016 will be a matter for the Gatwick Diamond Local Strategic Statement:

Gatwick Diamond authorities to agree.

- 5.7 It is recommended that the timescales for delivery/achievement of the identified Priority Themes be assessed in **five year** tranches to better accord with the current approach to the monitoring and delivery of housing and economic growth objectives. Such an approach allows for the Gatwick Diamond authorities to undertake lighter touch and cost effective monitoring and review in terms of performance against identified priorities.

Joint Working Priorities

- 5.8 Joint working, co-ordination and co-operation is necessary to ensure a consistent strategic direction and is critical to delivering the GD LSS Vision and Priority Themes.
- 5.9 The overall Delivery Plan set out below summarises the Priority Themes actions with an indicative timescale to guide joint working.
- 5.10 The Delivery Plan describes the near term activities (over the immediate five year period); and then highlights the longer term actions that will take an extended period to be delivered.

PRIORITY WORK ISSUES TO SUPPORT STRATEGIC DELIVERY – SHORT TERM

Priority Theme	Activity	Timescale
Priority 1: Achieving a Sustainable Economy and Prosperity including Supporting Low Carbon Growth		
Strategic Employment Location(s)	Work to test the feasibility, evaluate impacts and develop planning and delivery strategies (as necessary) for Science and Technology Park(s) for the Gatwick Diamond.	Ongoing – by 2018.
Co-ordinate employment land policies	Co-ordinate employment land policies to secure and support the retention of employment land necessary to provide a mix and choice of high quality sites and locations.	Ongoing.

Living and working locally	Establish policies that focus on opportunities to enable people to live and work locally, helping to match the skills of the workforce to the needs of a growing and repositioned knowledge driven economy.	Ongoing.
Supporting Business Start-ups	Co-ordinate and establish policies and programmes to secure sufficient commercial floorspace to support business start-ups, grow-on and business incubation	Ongoing.
Low Carbon Initiatives	Identify, establish and agree initiatives for joint working to reduce carbon emissions and adoption of a consistent baseline for monitoring.	Ongoing.
Priority 2: Investing in Urban and Rural Centres		
Urban Centres Growth, Regeneration and Renewal	Support the investment, growth and regeneration of the major urban centres including Crawley, Horsham, Redhill, Haywards Heath and Burgess Hill to enable these larger centres to play an effective and competitive role in providing retail, leisure and services within the Gatwick Diamond.	Ongoing.
Aging population	Work by the member authorities to identify the implications of an aging population on existing and projected services and facilities provision across the town and village centres of the Gatwick Diamond.	By 2018.

Supporting the Character and Protection of Town and Village Centres	Continue to protect the individual character of the Gatwick Diamond towns and villages and retain the diversity of places in which people can live and work.	Ongoing.
Supporting the Regeneration and Growth of Smaller Towns and Villages	Secure support for and regeneration and growth of those areas, within smaller towns or villages, where the quality of the environment or the access to retail, leisure or community services/facilities needs to be enhanced or maintained to ensure the quality of life of those who live or work there.	Ongoing

Priority 3: Delivering a Choice and Mix of Homes

Promoting Housing Development to Meet Housing Needs	<p>Joint working through the duty to cooperate to ensure the requirements of housing needs in the Gatwick Diamond are fully understood and supported as far as possible and consistent with national planning policy and the principles of sustainable development.</p> <p>The mix of housing tenures and housing types will continue to be determined locally with reference to Strategic Housing Market Area Assessments. The mix will seek to meet a wide range of needs across the various housing markets, taking into account the need to provide affordable housing for those who cannot readily access the housing market and the need</p>	Ongoing.
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	<p>to provide market housing of a type which meets the needs and expectations of an increasingly skilled workforce.</p>	
Joint Working with Housing Partners	<p>Work with public and private partners to focus on the delivery of significant new, sustainable housing schemes on planned and allocated sites in each local authority area. Housing delivery should seek to meet identified needs as far as possible considering the constraints to development that exist.</p>	Ongoing.
Review and Monitoring of Housing Delivery	<p>Continue to review and monitor types, tenures and levels of housing provision to ensure delivery continues to meet locally identified needs.</p>	Ongoing.
Dealing with Housing Land Shortfalls	<p>Actively address the significant shortfall in land allocations for new housing by working with stakeholders to seek to increase this supply and support the completion of housing developments</p>	Ongoing.

	that have already been permitted.	
Priority 4: Education and Skills		
Secondary Education Provision	Support the provision of further secondary education capacity through Local Plans, the determination of appropriate planning applications and by securing appropriate education infrastructure contributions through S106 and CIL mechanisms as well as relevant public funds to meet growing need for such facilities driven by population and household growth.	Ongoing.
Securing Funding and Opportunity Pathways for Further and Higher Skills and Education	Work with further and higher education bodies and the Gatwick Diamond business communities to help secure funding and opportunities for new and improved pathways to higher skill levels. In the short and medium-term, the focus will be on opportunities for developing courses and other training opportunities at existing or expanded locations, geared in particular, to the needs of local businesses.	Ongoing.
Creation of a Science and Technology Park	Support and further advance work on the creation of Science and Technology Park(s) that will foster a stronger link between higher education and commercialisation of intellectual property, research and innovation in the Gatwick Diamond.	By 2020.
Priority 5: Infrastructure, Transport, Communications, Healthcare, Waste & Minerals		
Transport and Infrastructure Priorities	Joint working to ensure strategic infrastructure requirements are regularly reviewed in the context of investment and funding priorities.	Ongoing.

Gatwick Airport	<p>Support the growth of Gatwick Airport to its maximum capacity as a single runway, two terminal airport, subject to ongoing agreements and commitments to manage the environmental impacts.</p> <p>Monitor and review the implications arising from government policy on airport expansion.</p>	Ongoing.
Superfast Broadband and ICT Connections	Continue to work with telecommunication providers to extend and improve superfast broadband across the Gatwick Diamond.	Ongoing.
Waste Management	Work to support ongoing commitments to increase reductions, reuse and recycling of waste materials and water to reduce the amounts transferred or sent to landfill. Protect and manage waste infrastructure capacity.	Ongoing.
Minerals	Protect and manage the extraction and transportation of finite mineral resources	Ongoing.
Funding Infrastructure through CIL	Complete the implementation of Community Infrastructure Levy (CIL) schemes within each local authority area as one mechanism for collecting funds for strategic infrastructure improvements. Where appropriate, CIL will be supplemented by negotiated planning obligation agreements (S106) for strategic sites. Investment in infrastructure will also be sought through funding bids to regional bodies and from national sources.	Ongoing with all CIL schedules in place by 2018.



Priority 6: High Quality Natural Environment, Countryside and Landscape

Green Infrastructure Plans	Preparation of Green Infrastructure Plans for the Gatwick Diamond authorities will be undertaken by each authority individually as necessary. These will be complementary in their approach, scope and strategies.	By 2018.
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PRIORITY WORK ISSUES TO SUPPORT STRATEGIC DELIVERY – MEDIUM-LONG TERM

Priority Theme	Activity	Timescale
Priority 1: Supporting a Growing Low Carbon Economy		
Low Carbon Standards	Identify and agree consistent low carbon strategies and standards for new developments.	Medium term - by 2026.
Plan for Continued Economic Growth	Joint working by the member authorities to promote an economic offer which supports a low carbon economy and meets flexible needs, including agreement on the delivery of a Science and Technology Park.	Ongoing.
Carbon Reduction Projects	Continue to work together and with partners to develop and support innovative projects which help reduce the Diamond's carbon footprint.	Ongoing.
Priority 3: Delivering a Choice and Mix of Homes		
Removing Barriers to Housing Delivery	Enable the barriers to housing delivery, such as infrastructure provision to be removed by ensuring policies and strategies specific to housing delivery are developed in an integrated manner with those for infrastructure delivery and land.	Ongoing.
Housing Implications of Gatwick Airport Expansion	Monitor potential significant changes that could affect housing needs arising from any future expansion of Gatwick Airport.	Ongoing.

Priority 4: Education and Skills

Higher Education Presence	Work with higher education institutions from outside the Gatwick Diamond to develop a university level offer, either physically or through targeted programmes as well as enabling a hospitable environment for their potential establishment.	By 2021.
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Priority 5: Infrastructure		
Transport Infrastructure Improvements and Enhancements	<p>Subject to funding implement the strategies laid out in Infrastructure Development Plans and Transport Plans. These set a framework for considering transport and other community and services infrastructure requirements associated with future development across the two counties within the Gatwick Diamond.</p> <p>Support the implementation of major infrastructure improvements such as improvements of key arterial routes, delivery of new road links, new junctions on major routes, capacity building and electrification of key rail lines, and public transport interchanges.</p>	Ongoing.
Gatwick Airport Second Runway	<p>Continue to safeguard land for a possible second runway for Gatwick Airport as directed by national policies.</p> <p>Seek clarity from the Government on the future of safeguarding as part of its full analysis of the issues at a national level before its final decision is made.</p>	Ongoing.
Gatwick Airport local environment	<p>Continue to support Gatwick Airport to secure a high quality environment for travellers at the airport and a range of routes which meet the needs of business users as well as those of the wider tourist market.</p>	Ongoing.



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