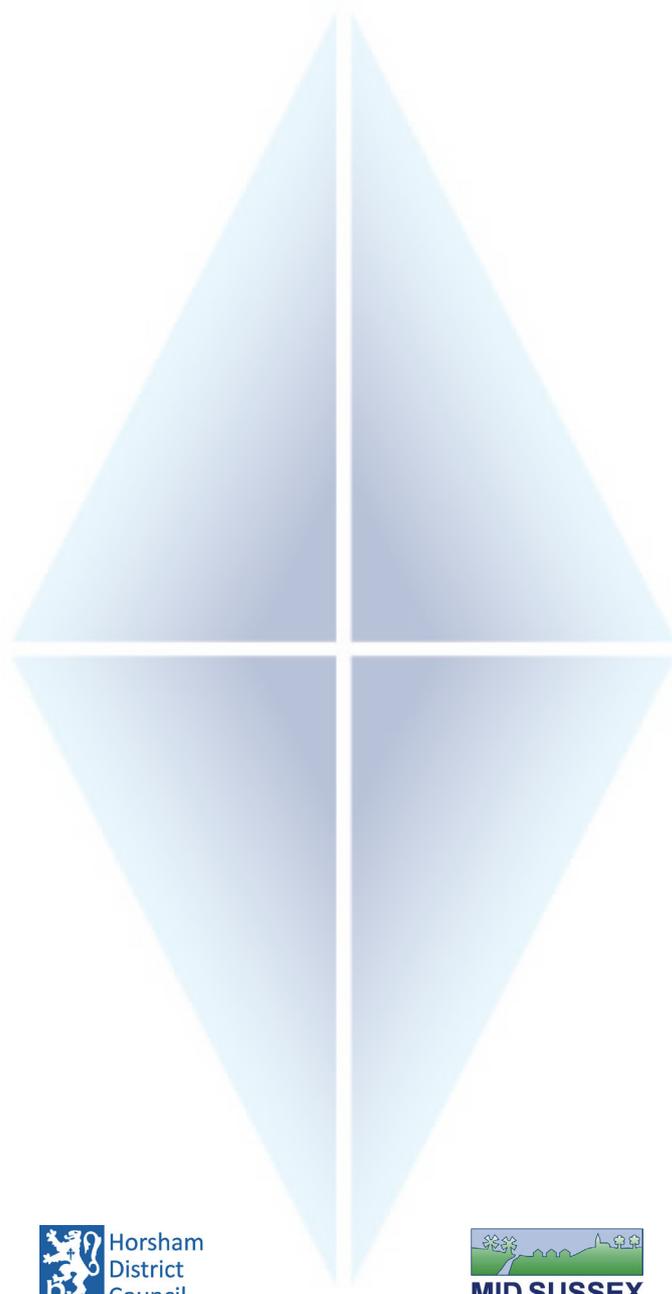




gatwick**diamond**

# Local Strategic Statement



## EDITORIAL NOTE

This Local Strategic Statement has been prepared by the Gatwick Diamond Local Authorities working under the umbrella of the Gatwick Diamond Initiative. It has been considered and endorsed by the following Local Authorities:

Surrey County Council  
West Sussex County Council  
Crawley Borough Council  
Horsham District Council  
Mid Sussex District Council  
Mole Valley District Council  
Reigate and Banstead Borough Council

Through a separate Memorandum of Understanding, the Local Authorities, together with Tandridge District Council, have established a framework for co-operation on strategic planning and development issues. A programme of work has been agreed and, as part of that programme, the Local Strategic Statement will be reviewed and updated.

The Statement was prepared in the context of a changing legislative framework. Its wording reflects the stage that the changes had reached in July 2011 when it was presented to the Local Authorities for consideration. Legislative and other changes will be incorporated into future revisions. The following table records changes as they are made and agreed by the Local Authorities.

Local Strategic Statement		
Version	Commentary	Date Published
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# **GATWICK DIAMOND LOCAL STRATEGIC STATEMENT**

## **SECTION 1: WORKING TOGETHER - DEVELOPING THE STRATEGIC CONTEXT**

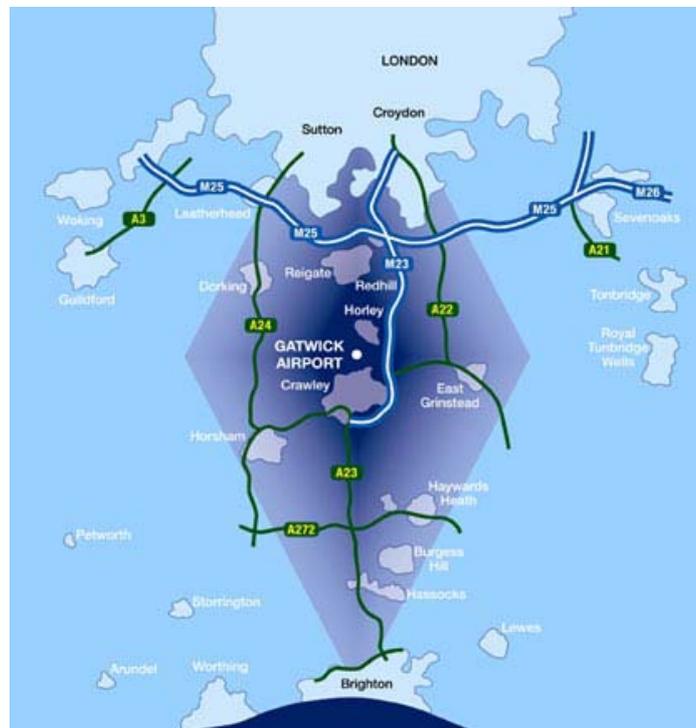
### **1. INTRODUCTION**

- 1.1 With Gatwick Airport at its heart, the 'Gatwick Diamond' is well known for the quality of its living environment and the strength of its local economy. Stretching from the southern edge of London to the northern boundaries of Brighton and Hove, the Diamond extends over a range of towns and villages, set in attractive countryside. Planning for the growth and development of the area presents the local authorities with significant challenges as they seek to protect the character and environment of the area, whilst meeting the needs of their communities in terms of economic, social and housing opportunity.
- 1.2 The Gatwick Diamond Initiative, set up in 2003 and now a well established public/private partnership, has provided a forum within which the local authorities could debate the strategic issues which link their communities together. This 'Local Strategic Statement' builds on the joint working of recent years. It has been framed in the context of the new Localism Bill and the duties and responsibilities proposed, particularly for local authorities. In particular it responds to the proposed 'duty to cooperate' with respect to the planning of sustainable development.
- 1.3 The Statement has four main objectives:
- ❖ To provide a broad but consistent strategic direction for the Gatwick Diamond area on planning and economic issues which cross local authority boundaries
  - ❖ To set out, for the shorter term, 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 local plan making processes are well informed
  - ❖ To identify those areas where joint working will be prioritised
- 1.4 Unlike the current regional plan, the Local Strategic Statement does not seek to impose top-down targets or pre-empt detailed decisions on the location or scale of new development. Rather it looks to build on an understanding of local needs and aspirations, enhancing cross-boundary cooperation, providing a framework which assists local communities in their decision making on planning and economic issues and supporting emerging plans and local development frameworks.
- 1.5 The Statement has been developed with the benefit of the views expressed at a stakeholders' workshop in July 2010. However, it has not been the subject of full public consultation, nor, as yet, has an environmental assessment been completed. At this stage, its weight in the planning process can, therefore, only be limited. It is intended that the direction set out in the Statement will be more fully tested through the local planning processes of each local authority.

- 1.6 The Statement is divided into four sections. The first provides a broad background to the Gatwick Diamond and identifies eight key themes around which the Statement is structured; the second sets out, for the shorter term, a strategic approach with respect to issues on which there is already a broad consensus; the third addresses the longer term and issues which will require further joint working and cooperation before a clear strategic direction can be established; and the fourth sets out a broad programme for delivering the approach established by the Statement.

## 2. THE GATWICK DIAMOND TODAY

- 2.1 The Gatwick Diamond does not have any formal boundaries but is broadly defined by a diamond-shaped area stretching between London and Brighton and extending west to Horsham and east to East Grinstead. It includes parts of two counties (West Sussex and Surrey), incorporating the Boroughs of Crawley and Reigate and Banstead and large parts of Horsham, Mid Sussex, Mole Valley and Tandridge Districts.



- 2.2 Although the Gatwick Diamond is often seen as a single economic area, it comprises places with very different characters and very different roles. This diversity is one of the Diamond's key characteristics. The strength of the relationship between different parts of the Diamond also varies widely. Some are closely linked through the nature of the economy; others, particularly those towards the edges of the Diamond, may play an important role in the Diamond but also have strong links with other places such as Brighton, Croydon and the wider metropolitan area of London. Those linkages are reflected in the incorporation of the Diamond into the wider Coast to Capital Local Enterprise Partnership, which includes both Brighton and Croydon, and the proposed Surrey Local Enterprise Partnership, 'Surrey Connects'.

- 2.3 The Gatwick Diamond is acknowledged for its strengths both as a place to live and as a place to work. Its location, with Gatwick Airport at its centre and with high quality road and rail connections to London, Brighton and the wider South East, has been recognised in successive studies as a key factor in its attraction for businesses and residents alike. Proximity to the Airport and connectivity have helped create the conditions which have enabled the Diamond to grow as a national and international business location, whilst the variety of towns and villages has resulted in living environments suitable for those who look to work locally as well as those who commute longer distances for their work.
- 2.4 At the strategic level, however, there are significant issues which will need to be addressed if the prosperity of the area is to be maintained and enhanced.
- ❖ The Diamond's economy is experiencing greater competition from other locations in the South East and is underperforming particularly with respect to its attraction of higher skilled activities from the knowledge economy
  - ❖ An ongoing supply of suitable land and premises is needed to meet the demands of a changing economy
  - ❖ Higher skill levels, and aspirations to those levels, are below average within the largest town, Crawley, and in pockets elsewhere
  - ❖ New housing is needed to meet the expectations of a changing population but significant new development could, in some cases, change the character of towns and villages making them less attractive places in which to live and work
  - ❖ Transport links have become increasingly congested and will require investment if the potential of the area is to be met
  - ❖ Town centres meet day to day needs but, particularly for shopping, people have to travel out of the Diamond to obtain the quality of opportunities delivered by regional centres such as Bluewater, Kingston. Guildford and Brighton
  - ❖ The countryside, whilst an attractive and much valued resource, needs to be safeguarded if it is to maintain and strengthen its role
  - ❖ Climate change and longer term issues of energy supply will require a concerted approach both within and across local authority boundaries

### 3. THE GATWICK DIAMOND IN THE FUTURE

- 3.1 The current vision for the Gatwick Diamond, agreed by all the partners, is that:
- 'by 2016 the Gatwick Diamond will be a world-class, internationally recognised business location achieving sustainable prosperity.'*
- At the heart of this vision is an area which has a flourishing knowledge intensive economy, developed under 'smart growth' principles - growth which makes best use of the physical, human and technological resources available to the Area, which increases output and productivity without damaging quality of life or the environment, and which encourages innovation, creativity and entrepreneurship. This is a vision which is echoed by the core objectives for the wider Coast to Capital Local Enterprise Partnership which have at their heart measures to improve the longer term competitive health of an economy which already has a strong emphasis on international growth and entrepreneurship.
- 3.2 This Local Strategic Statement, however, looks further into the future in order to help define the way in which the area should develop over the next 15 to

20 years, the period over which local authorities are or will soon be planning. Moreover, whilst the economy remains a core element, the Statement has a much wider remit, bringing together, at a strategic level, the various aspects which contribute to the quality of life of the Gatwick Diamond,

- 3.3 This approach reflects the outputs from the Stakeholder Workshop in July 2010. Stakeholders continued to identify the economy as a driving force for the area but this was balanced by a recognition of the other issues which need to be addressed as part of any vision for the area - the way in which new housing is delivered so that the Diamond can continue to meet the needs of those who live here and those who work here; the way in which the countryside is managed to strengthen the urban/rural mix which is one of the Diamond's biggest attributes; the way in which transport, education and other elements of the social and physical infrastructure are provided; and the challenges of securing a living and working environment which is genuinely sustainable for the long term.
- 3.4 The Statement has therefore been structured around eight central themes which together provide a framework which informs the strategic planning and economic decisions to be taken by each local authority :
- ***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***
  - ***Strong, growing and aspirational communities with the skills to access the job opportunities available in the Diamond***
  - ***Towns and villages which retain their individual character whilst responding to the demographic and economic needs for new housing and providing a sustainable environment for local communities to live and work in***
  - ***Regeneration of areas which need change and improvement to meet modern expectations***
  - ***A sustainable transport system which gives good access to Gatwick Airport, the main centres of employment and the larger town centres***
  - ***Access to superfast broadband throughout the Diamond***
  - ***An attractive rural environment which complements the towns and villages and which is readily accessible to those who live and work in the larger towns***
  - ***An overarching determination that development is sustainable and that the carbon footprint of the Diamond is reduced***

## **SECTION 2: STRATEGIC DIRECTION – DEVELOPMENT AND CHANGE OVER THE NEXT FIVE TO TEN YEARS**

### **4. BUILDING THE DIAMOND ECONOMY**

*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*

*Regeneration of areas which need change and improvement to meet modern expectations*

- 4.1 The Gatwick Diamond is generally viewed as having a relatively strong economy, performing well against a number of key indicators when compared with the South East and Great Britain as a whole. Productivity (Gross Value Added (GVA) per worker) is high, economic activity rates are high, and the ratio of jobs to people is high.
- 4.2 However, whilst performance is reasonably strong, a number of indicators suggest that the Diamond may not be maintaining its relative position. Since 1999 growth in GVA has been below the South East average; a lower proportion of the workforce is engaged in knowledge based industries; growth in working age population has been and is projected to be comparatively slow; and one of the larger sectors of the economy, transport, is expected to decline in employment terms at least. The most recent assessment, in the North West Sussex Employment Land Review, whilst focussing on the southern part of the Diamond, suggests that demand from knowledge based industries is likely to be limited whereas demand for warehousing and related service industries is likely to be much stronger. The current economic climate means that decision making is more difficult as the need to deliver short term economic recovery, led by those forms of development in the highest demand, has to be balanced against long term objectives which could result in land remaining undeveloped.

*A 'knowledge based' economy*

- 4.3 The Gatwick Diamond vision involves a shift in the structure of the economy with an emphasis on businesses which require higher skill levels, on entrepreneurship and on enterprise. The most recent market analyses continue to suggest that the strongest demand for employment floorspace is likely to be from the warehousing and distribution sector. This alone, however, will not bring about the repositioning sought by the Gatwick Diamond Initiative. If a more knowledge based economy is to be delivered, interventions will need to be sustained over an extended period of time to address some of the perceived weaknesses of the Diamond economy – the local skills base, the availability of high quality sites and premises, opportunities for smaller businesses and 'start ups', the transport infrastructure. Such an approach is made harder at a time when any form of economic development, whether or not it accords with the wider vision, is of value in bringing new jobs and new opportunities.

*The Scale of Economic Growth*

- 4.4 Sustained growth of the economy over a long period is at the heart of the Gatwick Diamond Vision. Economic growth has the potential to deliver new and better employment opportunities, a more balanced 'knowledge based' economy and, more generally, higher levels of prosperity. However, a growing economy also brings with it an increased demand for labour and the potential for 'overheating' with businesses competing for scarce labour or deciding not to locate in the area because of labour shortages. Measures which encourage and enable people to live and work locally can help this.

However, it is recognised that economic growth at a level which significantly enhances the Diamond's role in line with its vision will need to be accompanied by some housing growth if there is not to be a significant increase in longer distance commuting.

*Primary locations for economic growth*

- 4.5 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 future economic development, at least in the short and medium term. Redhill/Reigate and, to the edge of the Diamond, Leatherhead, with their locations close to the M25, attract a slightly different business market and are also expected to continue to be important locations for business development. This does not mean that business development in other locations is precluded. In general, that development is likely to reflect the particular attributes of the smaller settlements and support local communities rather than providing strategic employment growth.

*Business development opportunities*

- 4.6 Opportunities for new business development exist from within the built-up areas across the Diamond and extensions to existing employment areas will also help to increase the range of opportunities. There is potential, as is being explored in Manor Royal at Crawley, in the corridor between Gatwick Airport and Redhill, and in town centres, to regenerate existing employment areas, creating business environments attractive to a range of knowledge based companies. This will, however, require a strong policy-led approach if, at least in the short term, a stronger demand comes from businesses based around warehousing or distribution

***Local Strategic Direction for the Short to Medium Term***

- ❖ ***The Gatwick Diamond Local Authorities will plan for economic growth with employment levels rising to reflect a strengthening and repositioning of the Diamond economy and the character and structure of individual local economies.***
- ❖ ***In the short and medium term the primary focus for new business development will be the areas around Crawley and Gatwick, reflecting their existing strength as a business location and the potential for attracting growth to this location.***
- ❖ ***Redhill will be the other main focus and will continue to grow.***
- ❖ ***Other development reflecting local needs and opportunities will be supported at towns across the area to maintain and strengthen the variety of opportunity which exists.***
- ❖ ***In established employment areas, coordinated local policies will seek to secure regeneration and improvement to provide an identity and environment in which a wider range of knowledge based industries can prosper.***

## 5. PEOPLE, PLACES AND COMMUNITIES

*Towns and villages which retain their individual character whilst responding to the demographic and economic needs for new housing and providing a sustainable environment for local communities to live and work in*

*Regeneration of areas which need change and improvement to meet modern expectations*

*Strong, growing and aspirational communities with the skills to access the job opportunities available in the Diamond*

- 5.1 The most recent estimates from the Office of National Statistics suggest that the Gatwick Diamond (as defined by the six districts and boroughs) had a total population of approximately 662,000 in 2008. This was projected to increase to 789,000 by 2031, an increase of 125,800 or 19%.
- 5.2 Under emerging legislation, the scale of housing growth will be determined locally. Housing numbers can be expected to reflect a combination of factors such as locally assessed housing needs, development opportunities and constraints, and local community aspirations.

### *Towns and Villages*

- 5.3 The mixture and quality of living environments within the Gatwick Diamond is one of its great strengths. Whilst, for some, the larger towns with their range of employment opportunities, shops, schools and other services will be the best place to live, for others the character and environment of the smaller towns and villages will be the determining factor. This diversity is critical to the success of the Diamond, allowing people with different lifestyle aspirations to find the right place to live and adding to the range of employment opportunities. In this context the smaller towns and villages are as important to the Diamond as the larger and busier towns such as Crawley and Redhill.
- 5.4 Although Crawley is the largest settlement, the Diamond lacks a single town centre that can compete effectively with places such as Croydon, Brighton, Kingston, Bluewater and Guildford, particularly in terms of retailing. Crawley is best positioned to fulfil that role and enable local people to access the quality of shopping and services available in other parts of the South East. A change in Crawley's role, as shown in the commitment to the proposed 'Town Centre North' development, has been planned for some time, and remains the preferred approach. The scale of growth should not, however, be such as to prevent other town centres continuing to play an effective role for their local communities. These other town centres have their own character and provide a more local shopping environment which should continue to attract people even though the largest concentration of regional facilities will be at Crawley. In particular, in recognition of its hub status, Redhill is also acknowledged as a strategic centre of significance which will undergo change of a sub-regional scale in support of the regional role Crawley will perform.
- 5.5 Outside the town centres there is a rich mix of living environments, strong communities and good service provision. However, there are areas where

the quality of the environment or of access to services falls below that to which the community might reasonably aspire. Whilst it may be right to focus on certain key locations for economic development or higher order service provision, it is important that these areas have the opportunity to improve and do not find themselves increasingly divorced from services which contribute directly to the quality of life of those who live there.

#### *Scale of Housing Growth*

- 5.6 Demographic and life style changes will continue to create new households. Similarly if the economy is to grow and new employment is to be created, those employed in the new or expanded businesses will need places to live. If this is not accommodated within the Diamond area, those needs will either go unmet or will have to be met elsewhere, outside the Diamond, or the ambitions for a much improved economy will not be realised. There may be potential to meet some of the needs through more efficient use of the housing stock and some of the needs of the local economy may also be met by increasing the proportion of people who live and work locally (for example by raising skill levels). However, new housebuilding and supporting infrastructure will be needed.

#### *Location of Housing*

- 5.7 There are and will continue to be opportunities to secure new housing from within existing towns and villages. However, taking into account the need to protect the character of the living environment and to secure the type of housing that people will aspire to in coming years, there are likely to be limits to what can be achieved in this way. There are already plans for significant further growth, outside the built up area at Crawley/Horley and Horsham with smaller scale developments elsewhere. These existing commitments, combined with regeneration and other projects within the built up areas, are expected to be the main source of new housing development over the next 5 to 10 years.

#### *Type of Housing*

- 5.8 The type of housing provided in different locations is likely to be determined by reference to local housing studies and the character of individual areas. There will be an ongoing need for affordable housing and, for the short term, Local Investment Plans have been produced to help guide that investment. The Local Authorities will look at how affordable housing can best be delivered to help meet changing priorities. At a strategic level, the move towards a stronger knowledge based economy may also justifiably be matched by the ongoing provision of housing which meets the needs and aspirations of an increasingly skilled workforce.

#### *Skills*

- 5.9 The development of a knowledge based economy is dependant on the availability within the community of the skills needed for this type of work. Whilst across most of the Diamond, skill levels are at or above the national average, they are lower within parts of Crawley and elsewhere, such as in Dorking, Leatherhead and Redhill, there are smaller pockets where problems need to be addressed. Improving skills levels has already been recognised as a major issue by the Gatwick Diamond Initiative and is a core element of

the work of the Inspire Group. The ambition is to secure a university centre to act as a catalyst for change, raise aspirations and enable more people to develop the skills needed in a changing economy. With the constraints on Government expenditure, whilst this may remain a long term aim, 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 rather than as a stand-alone campus.

#### ***Local Strategic Direction for the Short to Medium Term***

- ❖ ***The Gatwick Diamond Local Authorities will promote the individual character of its towns and villages, looking to protect their individual character and retain the diversity of places in which people can live and work.***
- ❖ ***The role of Crawley Town Centre will be enhanced, enabling it to fulfil a more effective role in competing with major regional centres elsewhere in the South East. Whilst retail-led, the changes should also provide an environment which makes Crawley Town Centre a more attractive place to visit.***
- ❖ ***Redhill Town Centre will also undergo significant change to fulfil its role as a sub-regional centre. Redhill will be a thriving town centre which is a prominent commercial location, a competitive retail destination and a great place to live.***
- ❖ ***Opportunities will be sought to secure support for and regeneration of those areas, whether within towns or villages, where the environment or the access to services significantly impinges on the quality of life of those who live there.***
- ❖ ***Policies will focus on opportunities to enable people to live and work locally, for example by seeking to match the skills of the workforce to the needs of a repositioned economy and by improving public transport access to the major centres of employment, and on opportunities to make better use of the existing housing stock.***
- ❖ ***The focus for new housing will be the developments already planned at Crawley, Horley and Horsham, in the existing urban areas and at other accessible locations around the Diamond.***
- ❖ ***The mix of housing tenures and housing types will be determined locally but, whilst meeting a wide range of needs across the housing market, will take into account the need to provide affordable housing for those who can not readily access the general housing market and the need to provide market housing of a type which meets the needs and expectations of an increasingly skilled workforce.***
- ❖ ***The Gatwick Diamond Local Authorities and their partners in the Gatwick Diamond Initiative will work 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. 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.***

## **6. TRANSPORT AND COMMUNICATIONS**

*A sustainable transport system which gives good access to Gatwick Airport, the main centres of employment and the larger town centres*

*Access to superfast broadband throughout the Diamond*

- 6.1 Increasing congestion on the transport network is an acknowledged issue, and improvement of the transport infrastructure is vital to the success of the Gatwick Diamond. Progress has been made, for example, through the 'Fastway' bus system, and the Thameslink improvements, when delivered, will increase rail capacity and connectivity. However, without a resolution of the transport issues which face the area, the Diamond will not be able to realise its full potential.
- 6.2 Long-term success is dependent upon good land-use and transport planning, itself related to working closely and building upon existing partnership relationships with the planning authorities and other organisations. These include, for example, hospitals, major employers and other large trip generators, and developers.
- 6.3 Transport issues were looked at in detail in 2010 by the DaSTS study (Developing a Sustainable Transport Strategy) undertaken under the guidance of the Gatwick Diamond Initiative for the Regional Transport Board and the Department for Transport. The study highlighted three areas on which transport policy should be focused:-
- transport management and policy designed particularly to improve the quality of public transport
  - investment in sustainable transport at the regional hubs, Crawley/Gatwick and Reigate/Redhill
  - measures to improve strategic links providing connectivity beyond the study area.
- If this focus were adopted a lower priority would be attached to other enhancements to the road network or public transport except for specific measures to improve operational efficiency
- 6.4 High quality access to superfast broadband is increasingly seen as a major factor for businesses and, as work patterns change and more work is done from home, it is important that this access is widely available across the Diamond.
- 6.5 Gatwick Airport is and will remain a key driver for the local economy. As the second largest airport in the UK, it is not only a major provider of jobs but also a factor in the location of many businesses. Whilst the Diamond Strategy looks to see a diversification of the economy to give it broader strength in the knowledge based industries, the strength of Gatwick is critical. Although over the years the mix of flights and passengers has changed and will continue to do so as aviation evolves, it continues to play an important role in both

business and tourist travel. There is potential for the airport to grow within its capacity as a single runway, two terminal airport, first to 40 million passengers per annum (mppa) and possibly 45 mppa over time.

- 6.6 Growth at Gatwick within its current configuration as a single runway, two terminal airport has been and will continue to be supported, subject to the ongoing implementation of measures to mitigate the impact of the airport. The Gatwick Diamond Initiative has a longer-term aspiration to improve the business passenger model at the Airport, both in terms of quality and convenience and, to the extent that this can be influenced, the destinations served, now and in the future. It will look to work with the Airport to secure this.
- 6.7 Alongside the growth of the airport, there will need to be measures to contain its environmental impacts and protect the wider living and working environment of the Gatwick Diamond. A legal agreement is already in place to secure a range of environmental and transport initiatives as the airport grows to 40 mppa and the Airport is committed to reviewing that agreement as that level of throughput is reached.

#### ***Local Strategic Direction for the Short to Medium Term***

- ❖ ***At a strategic level, transport policies will be focused with the aim of securing***
  - ***investment in sustainable transport to, between and within the two regional hubs.***
  - ***enhanced rail connectivity and reliability to London***
  - ***public transport connectivity to Gatwick and the main urban areas***
  - ***enhancement to the operation of the road network providing strategic access to Gatwick***
  - ***no deterioration of congestion beyond current levels, both in terms of delay and journey time reliability.***
- ❖ ***Growth of Gatwick to its maximum capacity as a single runway, two terminal airport will be supported subject to ongoing agreements and commitments to manage the environmental impacts.***
- ❖ ***The Gatwick Diamond Local Authorities and their partners in the Gatwick Diamond Initiative will work together and with 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.***
- ❖ ***Partners in the Gatwick Diamond Initiative will continue to work with providers to extend and improve superfast broadband across the Diamond***

## **7. COUNTRYSIDE AND LANDSCAPE**

***An attractive rural environment which complements the towns and villages and which is readily accessible to those who live and work in the larger towns***

- 7.1 Although most of the people living in the Diamond live in the larger towns, the countryside in which the towns and villages are set is an important component of the overall quality of life provided and is one of the area's economic strengths. Despite the urban pressures experienced by the area, the Diamond retains a range of attractive, and in some cases nationally or internationally important, countryside environments, ranging from the Surrey Hills AONB to the north, through the High Weald AONB to the new South Downs National Park. Large parts of the northern part of the Diamond are also protected by Green Belt policies.
- 7.2 The Diamond Authorities have already worked together to map green infrastructure across the area, and each of the individual local authorities is or will be working on Green Infrastructure plans which will help to provide a coherent framework for managing the countryside and respect this most important resource. These plans will 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 economy in its own right.

***Strategic Direction for the Short and Medium Term***

- ❖ ***The Gatwick Diamond Local Authorities will look to safeguard and enhance the intrinsic character of the countryside, maintaining the opportunities it provides for employment, recreation and renewable energy.***
- ❖ ***Greenfield development and loss of countryside will be kept to a minimum.***

**8. TOWARDS A LOW CARBON ECONOMY**

*An overarching determination that development is sustainable and that the carbon footprint of the Diamond is reduced*

- 8.1 The challenges of global warming and the need to develop lifestyles and businesses which are sustainable in the long term represent a theme which should run through strategies and policies at all levels. By addressing climate change through the development of a low carbon economy, the Diamond can achieve significant natural, social and economic benefits. The aspiration of the Diamond to minimise its carbon footprint can be addressed through all of its strategic aims and should be a central theme to future growth and development.
- 8.2 At a national level, the Climate Change Act enshrines the Government's commitment to tackle climate change and this is reflected in work being done locally. Individual local authorities are developing initiatives designed to secure more efficient use of energy at home and at work, more sustainable forms of development and the production of less carbon intensive forms of fuel.
- 8.3 To meet the challenging targets set within the Climate Change Act, it will, amongst other things, be necessary for much wider involvement of the business community, for whom there are significant potential advantages in

long term resource efficiency and energy resilience. A low carbon community will only be achieved by moving all sizes of enterprise towards the goal of greater resource efficiency. SMEs across the Diamond are an attractive untapped market ripe for promoting novel resource and cost -saving technologies. A step-change in the engagement of this sector will bring mutual benefits to both suppliers and end-users.

- 8.4 The Local Authorities and the Gatwick Diamond Initiative are already engaging in a range of cross-boundary projects designed to help reduce carbon emissions, including the sustainable transport initiatives of 'Easit' and research into woodfuel energy supplies. This cross-boundary approach to initiatives which benefit from joint working will be sustained.

#### ***Strategic Direction for the Short and Medium Term***

- ❖ ***The Gatwick Diamond Local Authorities will develop and maintain strategies for securing more sustainable forms of development and a more efficient low carbon economy.***
- ❖ ***The Gatwick Diamond Local Authorities will work together and with partners in the Gatwick Diamond Initiative to develop and support innovative projects which help reduce the Diamond's carbon footprint.***

### **SECTION 3: PLANNING FOR THE LONGER TERM**

#### **9. JOINT WORKING ON STRATEGIC ISSUES**

- 9.1 The eight themes identified in Section 1 provide a broad strategic context within which the local authorities and their partners can consider the development of planning and economic policies, not just over the next five or ten years but as far ahead as 2031, the time to which new local development frameworks are likely to run. However, there are areas, such as in the delivery of housing and the provision of new business development opportunities, where currently agreed policies and allocations will not be sufficient to resolve the longer term strategic issues which must be faced. Nor, given the scale of change in the planning system, and the importance of securing an approach which genuinely takes into account local needs and aspirations, is it realistic or appropriate to expect that all these issues should be fully resolved at this stage.
- 9.2 The core strategies of new and emerging local development frameworks will be the primary vehicle through which longer term issues are addressed and the different timescales within which these strategies are being brought forward means that some proposals will emerge sooner than others. The Local Authorities are, however, committed to working together on the key strategic issues, under the umbrella of the Gatwick Diamond Initiative, in order to develop a common understanding and agree what approach should be taken.

#### **Local Economy**

- 9.3 With respect to the local economy, the Authorities and their partners in the Gatwick Diamond Initiative recognise that the realisation of jointly shared ambitions requires ongoing dialogue and action. The emphasis will continue

to be on 'smart' growth, although this does not mean that there may not be opportunities for strategic development at various sustainable locations in the Gatwick Diamond. Local authorities will need to be responsive and flexible in their approach to the opportunities which are available. Alongside work to maintain and improve the existing employment areas so that they are more attractive to modern 'knowledge based' businesses and initiatives to secure more effective local supply chains, there will need to be new opportunities, including, potentially, a new strategic business location, to attract businesses which can not reasonably be accommodated within the existing business areas. It is recognised that the Gatwick Diamond lacks the modern, flagship science or technology parks of the type which have been developed in some other parts of the country and which are seen as particularly attractive to national and international investors. A new science or technology park, as outlined in the Gatwick Diamond Futures Plan, would be a valuable additional asset. However it would need to be genuinely complementary to what can be provided from within the existing or extended business areas and its implications with respect to the demand for labour and housing would need to be understood and accepted.

- 9.4 All parties are agreed that the skills agenda should remain a focus with the long term objective of a university presence within the area.

#### **People, Places and Communities**

- 9.5 Similarly, with respect to the living environment of the Diamond, whilst the broad principles are agreed, it is not at this stage appropriate to seek to determine the scale, location and type of new development for the longer term. However, again, the Local Authorities are committed to working together to ensure that their decisions are taken in the context of strategic as well as local issues.

#### **Countryside and Landscape**

- 9.6 Work on countryside issues is strongly developed at a local level and the role of the Diamond Initiative is primarily one of support. In this respect, joint working has already started to show the value of mapping green infrastructure at a strategic level and the local authorities will work together to prepare a Diamond-based green infrastructure plan.

#### **Low Carbon Economy**

- 9.7 Work on carbon reduction strategies is also developing strongly at a local level and the local authorities will look to coordinate their activities where there is clear added value from working together. Although local circumstances differ from place to place, the pursuit of common goals and the aspirations for secure energy supply, development of decentralised energy networks and co-ordinated cross authority working can bring benefits through economies of scale that may not otherwise be attainable.
- 9.8 Against this background, the Authorities will, in the future, look at a range of joint initiatives including a more coordinated approach towards the standards set for new development, the preparation of a Diamond based element for the Community Infrastructure Levy to support projects which cross local authority boundaries, the pooling of knowledge and resources to secure more

sustainable forms of power generation attuned to the particular potential of the Diamond and the possibility of a joint energy services company (ESCO).

## **Transport and Infrastructure**

- 9.9 The DaSTS study made recommendations to Government with respect to the major areas for investment for transport. However, in the light of the budget restrictions which are likely to persist into the longer term, it will be necessary to review and refresh investment and priorities for transport and connectivity so that they are grounded in a practical understanding of their prospects for delivery. It should also be possible to extend this work to develop, at the Diamond level, a coordinated approach to a wider range of strategic infrastructure requirements.
- 9.10 Some issues fall, at least in part, outside the current remit of the Local Authorities. The long term future of Gatwick Airport, and in particular the possibility of a second runway, is likely to be determined through national rather than local policy. Different views are likely to be expressed and the economic, social and environmental effects would require the utmost careful consideration. It is beyond the scope of this Local Strategy Statement to address a matter such as this which involves not just local but national issues. This needs to be the subject of a separate exercise in the context of the current review of Government aviation policy. Again, joint working will help to ensure that issues are fully understood and responses to central government are well informed. The Gatwick Diamond Initiative does, however, have to be mindful of the need to continue safeguarding land for a second runway until national policy has been clarified.

## **Longer Term Local Strategic Direction**

### ***Economy***

- ❖ ***Longer term policies and interventions will be designed to support the range of opportunities appropriate for a knowledge based economy of national and international standing. The Gatwick Diamond partners will continue to work together to strengthen the image and branding of business areas to make them more attractive to inward investment and will promote greater linkage between businesses to help improve local supply chains***
- ❖ ***The Gatwick Diamond Local Authorities will work together:***
  - ***to secure 'smart' economic growth, focused on sustainable locations within the Gatwick Diamond***
  - ***to maintain and improve existing business areas***
  - ***to establish the desirability of and location for a new science/technology park or parks, possibly linked to new or improve health or education facilities. The science/technology park or parks will have an environment and target market which clearly sets it or them apart from existing business locations***
  - ***to assess the scale, nature and location of any further new employment opportunities that may be needed.***
- ❖ ***The Gatwick Diamond Initiative will retain and promote its long term aim to secure a university centre.***

### **Towns and Villages**

- ❖ ***The Gatwick Diamond Local Authorities will seek to maintain a coordinated approach to the review of Town Centres and their roles.***
- ❖ ***Across the Diamond area and to the extent that it is compatible with the character of and local aspirations for the individual towns and villages, the local authorities will seek to secure sufficient housing and necessary infrastructure to meet the needs of those who live or work in the area, including needs arising from a repositioned Gatwick Diamond economy.***
- ❖ ***To assist in developing local strategies for housing, the Gatwick Diamond Local Authorities will work together to establish a common understanding of locally generated housing needs so as to provide a sound basis for strategic decisions.***
- ❖ ***The Gatwick Diamond Local Authorities will work together to consider and agree how locally generated housing needs can best be met.***

### **Transport and Infrastructure**

- ❖ ***The Gatwick Diamond Local Authorities and their partners in the Gatwick Diamond Initiative will review and update transport investment priorities to take into account local needs and aspirations as they emerge, through work on new local development frameworks and transport plans.***
- ❖ ***The Gatwick Diamond Local Authorities will share information and views on long term strategic issues relating to government air transport policy.***
- ❖ ***As directed by national policies, land for a possible second runway will continue to be safeguarded until a full analysis of the issues at both a national and local level has been completed and new government policies are in place.***
- ❖ ***Building on local and Diamond-wide priorities, the Gatwick Diamond Local Authorities will draw on work already being undertaken in Surrey and West Sussex to produce a coordinated approach to strategic infrastructure planning.***

### **Countryside**

- ❖ ***As part of joint working at a district level, the Gatwick Diamond Local Authorities will develop work already done into a green infrastructure plan for the Gatwick Diamond.***

### **Low Carbon Economy**

- ❖ ***The Gatwick Diamond Local Authorities will work together to establish a coordinated approach to the development of a lower carbon economy in areas and on issues where there is clear added value from working across local authority boundaries.***

## SECTION 4 : DELIVERING THE STRATEGIC DIRECTION

- 10.1 The primary tool for delivering the strategic direction set out in this statement will be the local development frameworks prepared by individual local authorities. Through these frameworks, the local strategic direction will be tested both for its soundness in the context of the Diamond as a whole and its compatibility with local needs and aspirations. Each authority has its own timetable for preparing or reviewing its core strategy, with several looking to submit new core strategies to the Secretary of State during 2012.
- 10.2 In its current form, the Statement provides a broad long term direction with respect to the eight central themes. However, as acknowledged from the outset, there are strategic issues which will need to be explored further if the joint working on the planning and development of the Gatwick Diamond is to be successful. The delivery plan set out below summarises how the local authorities intend to work together on priority issues. It includes, where possible, a broad timetable within which they will look to carry out that work, although it is recognised that this timetable will need to be reviewed to reflect new or changed circumstances.

Topic Area	Actions	Timescale
<b><i>Planning Policy Documents</i></b>		
Local Development Frameworks	Jointly monitor and review emerging core strategies and other LDF documents in the context of the local strategy statement	Ongoing
Local Strategic Statement	Review and update	July 2012
<b><i>Local Economy</i></b>		
Existing Business Areas	Work with partners in the Gatwick Diamond Initiative to establish consistent and complementary approach	May 2012
Strategic Development Locations	Work to secure an agreed approach towards a strategic business development location/locations	May 2012
Local Enterprise Partnership	Provide information and support to the Local Enterprise Partnership(s)	Ongoing
<b><i>Towns and Villages</i></b>		
Locally generated housing needs	Develop a common understanding of local housing needs at a strategic level	October 2011
Gypsies and Travellers	Work together to assess the needs of gypsies, travellers and travelling showpeople and develop an agreed approach	July 2012
Meeting housing needs	Seek to agree strategic principles for addressing housing needs	May 2012
Town Centres	Review hierarchy and role of town centres	July 2013
<b><i>Transport and Infrastructure</i></b>		
Transport Priorities	Review, update and agree strategic priorities	December 2011
Infrastructure	Work with partners in the Gatwick	July 2012

Planning and Community Infrastructure Levy	Diamond Initiative to plan for and agree infrastructure delivery to meet planned growth. Develop, as appropriate, a consistent and complementary approach to CIL charging schedules.	
Gatwick	Share views on and assessments of emerging Government policy	Ongoing
<b><i>Countryside and Landscape</i></b>		
Green Infrastructure Plan	Establish Gatwick Diamond Green Infrastructure Plan	July 2013
<b><i>Low Carbon Economy</i></b>		
Strategic Initiatives	Establish and agree areas for joint working	December 2011
Projects	Set up and take forward projects	Ongoing

- 10.3 The Local Strategic Statement has been prepared as part of the work programme of the Gatwick Diamond Initiative and progress will be monitored by the Initiative's Overview Forum. The Statement and the actions which derive from it form a strategic background to the work of the local authorities, particularly in their role as local planning authorities, and the work programme will therefore be steered by local authority members. The Gatwick Diamond's Grow Group will be responsible for managing the work which will be taken forward partly through the work of the other Gatwick Diamond groups (Inspire and Connect) but primarily through a project group of local authority officers, supported by the Business Reference Group set up to help develop the Local Strategic Statement.

TBK 25.07.11