



Crawley's Economic Plan (2011-16)

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a. Our vision

“To encourage sustainable local economic growth and employment with a focus on enhancing the potential of our principal business centres – Gatwick Airport, Manor Royal and the town centre. We will seek out opportunities for drawing new elements into our economy to broaden the contribution to and potential for Crawley's future prosperity. These actions will be supported by efforts to raise aspirations and skills of local people and nurture an enterprise culture.”

This vision – taken from the council's Corporate Plan “Creating a successful Crawley” – provides the overarching framework for the council's economic development role. It recognises the potential of the town's core strengths and assets and the potential to develop our human capital in support of a resilient community and enviable economy.

The economic plan provides the detail of what the council will do to deliver its stated vision.

b. Our role and purpose

Crawley Borough Council has adopted a pro-business, pro-activity and pro-jobs approach that recognises that human and social factors of people and communities matter.

It is concerned with doing the best for the town and its residents by enabling the town to prosper and for local people to benefit from and contribute to that prosperity. Ensuring residents have access to a successful economy that provides quality employment and career options forms the basis for the council's role in economic development.

There are, however, limits to the council's involvement in economic development. Its purpose is not to subsidise or interfere in normal business operations but to help to create the right environment and conditions for business to thrive and create jobs, wealth and prosperity. It does this through the proper and effective use of its powers, services and influence consistent with wider financial, natural and other considerations. It undertakes this role in order to enhance the reputation and appeal of the town for business and the life chances of local people.

c. Our pledge

The pledge consists of a series of short, high-level statements that articulate the over-arching guiding principles for how the council operates in pursuit of its economic plan. It describes what people and

d. Our priorities and actions

These are the areas where the council will look to have a role and be active.

1. Maximise the performance of the town's existing core commercial areas

(a) Revitalise the town centre *(Pledges 1, 2 and 3 relate)*

- i. Demonstrate active leadership to stimulate investment, including direct intervention to accelerate delivery where appropriate and necessary
- ii. Produce a clear statement on a revised Town Centre North scheme and communicate progress
- iii. Prioritise and help to deliver other town centre opportunity sites
- iv. Provide support for events and activities (community, leisure and commercial), including encouraging active uses in empty units and being responsive to the changing role of modern town centres.

(b) Enhance Manor Royal Business District *(Pledges 1, 2 and 3 relate)*

- i. Establish a representative Business Group, with the support of a Manor Royal Coordinator
- ii. Establish a development management approach based on key site prioritisation in line with the masterplan, including design and development principle statements to guide development
- iii. Produce an Improvement Plan costed, prioritised and financed by and through the Business Group
- iv. Appraise the feasibility of introducing enabling options (e.g. simplified planning arrangements, incentives and promotion options).

(c) Support the development of a sustainable Gatwick *(Pledges 1 and 2 relate)*

- i. Engage with Gatwick Airport to deliver joint economic and community development projects
- ii. Support plans to increase passenger throughput in current configuration, ensuring environmental safeguards are in place and economic opportunities are maximised, including being an advocate for route development and diversification where we can
- iii. Work with others to encourage wider infrastructure improvements and investment generated by and because of the airport
- iv. Respond to changes to aviation policy, national planning policy, aerodrome and land safeguarding or related strategic plans as they affect the operation of the airport.

2. Encourage new business and local supply chain opportunities *(Pledges 1, 2 and 6 relate)*

- i. Define the council's role in inward

Crawley's Economic Plan (2011-2016)

"Measuring prosperity"

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a. Background to economic measurement

The "Prosperity" theme of the council's Corporate Plan "Creating a successful future for Crawley" describes a series of high level economic aspirations for the town. The Economic Plan provides the detail about what action the council will take in order to deliver on its stated aspirations.

When managing and measuring progress it can be difficult to quantify the impact certain actions undertaken by any individual partner or agency have on a headline economic indicator. Measuring performance at a local and organisational level is dependent upon a clear understanding and statement about what that organisation will do and a commitment to work with other agencies as appropriate.

In some areas Crawley Borough Council, while recognising the need for improvement, will not be the primary provider of the required services. In these instances the council's role is as a supportive partner, encouraging others to act in the best interest of the town, its businesses and residents. The council will adopt a more active delivery role where it is practical, prudent and necessary to do so.

This note on managing performance should be read in conjunction with the Economic Plan and sets out how the performance of the local economy will be measured generally and, more specifically, how the activities of the council will be measured.

The use of arbitrary targets and indicators has been deliberately avoided. Instead Section C describes a series of actions the council will expect to deliver by the end of the plan period, subject to annual review to ensure the council remains flexible and responsive to change. A lead officer has been assigned to each action and will be responsible for reporting on progress. This will help local businesses, residents and partners assess progress against the Economic Plan through regular and publicly available updates.

b. Measuring the performance of the local economy

Listed here are typical measures of local economic prosperity. The unique contribution of local actions to changes in these indicators is difficult to quantify. However, it is positive improvement in these areas that local actions are designed to affect.

- Volume of commercial property vacancy (number and percentage of vacant properties / assessment of rateable value of commercial vacancy) – NNDR records
- Number of commercial planning applications (by type but not advert consents) – planning data
- New investment and development transactions – planning and ad hoc data e.g. from agents and property deal data
- Economic activity / inactivity rates – ONS data
- Number of people claiming Jobseekers Allowance (resident-based) – ONS data
- Enterprise and business stock (taking account of business births and deaths) – ONS data
- Qualifications profile (resident-based) – ONS data
- Workplace and resident earnings profile – ONS data
- Reduction in the carbon footprint, particularly in relation to commercial activity and business.

c. <u>Measuring local action against the plan (what the council expects to achieve by the end of the plan period)</u>	<i>Responsible officer (*)</i>
2. Maximise the performance of the town's existing core commercial areas (c) Revitalise the town centre (Pledges 1, 2 and 3 relate)	
<i>Formal negotiations for a revised Town Centre North scheme have been progressed</i>	Resources
<i>Development of key sites have been actively encouraged and related planning applications determined</i>	Resources

There is evidence of a proactive approach to providing housing (including site development and consideration of other practical and deliverable housing solutions)	Environment and Housing
The council can demonstrate efforts it has taken to promote sustainable forms of transport and reduce the number of single occupancy car journeys	Community Services
5. Develop an economy noted for its environmental excellence (Pledge 5)	
The Carbon Reduction Strategy is in place and key objectives pursued and delivered	Community Services
There are increased numbers of businesses engaged in the Green Business Programme and easitCRAWLEY	Community Services
Green energy and joint procurement of recycling and other related services have been promoted to Manor Royal businesses	Community Services

() In each case the responsible officer is the most appropriate director of the council*

Appendix 1:

How progress might be challenged

Listed below are the questions that might reasonably be asked about progress against the plan.



- How many businesses are engaged in the Green Business Programme?
- How are businesses benefiting from improved sustainable businesses practice on Manor Royal?