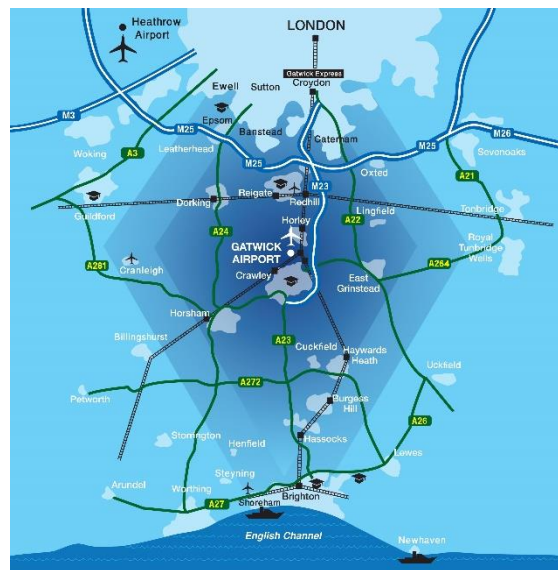


THE GATWICK DIAMOND INITIATIVE

BUSINESS PLAN 2018-2021



Our Vision is:

*'To be an internationally recognised, world-class, business location
achieving sustainable prosperity'*

What does this look like? By 2020 the Gatwick Diamond will have built on its existing strengths and will be a flourishing knowledge-intensive economy, developed under 'smart growth' principles that encourage innovation, creativity and entrepreneurship. Improved business areas across the Diamond will provide a world-class business and career offer and new centres for research and business innovation will have enhanced its global profile.

At its heart will be a world-class airport with an increased range of global business destinations. The Diamond and its businesses will be better connected regionally, nationally and globally with improved air links, strategic and local rail links, better stations and enhanced bus services.

Businesses will have access to the type of sites and premises they need to grow and will be attracted by a high value-added offer including a network of managed innovation and research centres and enhanced conference and exhibition facilities. An outstanding Further and Higher Education offer will provide the skills and workforce needed to support the development of high performing businesses.

Regenerated town centres will provide high quality living and working environments with improved infrastructure, better transport networks and innovative building design. They will provide attractive communities where people want to live, work and spend their leisure time. All this will be achieved in a sustainable manner with a reducing carbon footprint and impact on climate change.

Our Mission is:

Concentrating on critical strategic issues, the business-led Gatwick Diamond Initiative will collaborate with local authority and private sector partners to lobby, influence, inspire and promote the Gatwick Diamond locally, nationally and internationally as the best connected, fastest growing and most dynamic business location.

Status of the Gatwick Diamond

The Gatwick Diamond is not only one of the South East's strongest economies at £24bn GVA, but one of the UK's best performing areas. It makes a strong contribution to the UK economy performing well above the national average on a range of different economic indicators, such as its levels of productivity, its share of high-skilled jobs, and its track record at attracting foreign investment. It also outperforms most comparator areas outside London, except the Thames Valley area.

As is the case with other economies around the UK, the Gatwick Diamond is made up of many different parts, and these parts play different roles in its economy. In terms of jobs, Crawley makes the largest contribution, led by the large concentrations of jobs in the Manor Royal business district and neighbouring Gatwick Airport. Other areas, such as Horsham, Leatherhead, Reigate, Redhill, Dorking, Burgess Hill and Epsom, also make strong contributions followed by Oxted, East Grinstead and Haywards Heath.

The success of the Gatwick Diamond also brings with it pressures, as is the case in other successful economies.

To maintain its strong performance in the future, one challenge for the Gatwick Diamond will be to continue to attract investment in higher-skilled jobs. A key element of this will be to make sure there is a supply of high quality office space in the areas where it is needed. The Diamond's existing and planned business parks will need to continue to meet the on-going demand of firms to locate there. However, there is a clear requirement to attract the additional investment necessary to improve the central areas of the Gatwick Diamond's largest urban areas too to attract investment from those companies that prefer a central location.

Another challenge is the supply of adequate employment land. Permitted Development Rights have exacerbated this by incentivising landlords to convert commercial space into residential. If growth is not to be constrained, it is essential that the area maintains an adequate supply of employment land.

Next is the cost of housing. One of the key strengths of the area is its large number of high-skilled workers, which makes it very attractive to those businesses that want to come and invest. The rising cost of housing may make the area less attractive to workers in the future, with knock on impacts on the ability to attract further business investment and create more high-skilled jobs. This means that continuing to make sure there is a sufficient supply of new homes – while noting the planning constraints that the greenbelt creates – will be important to help manage the affordability challenge that the area faces and make sure that it continues to remain an attractive place for businesses to invest, create jobs and grow the economy.

The fourth pressure is the need to ensure that there is an adequate supply of workers with the skills required to sustain economic growth. Part of this requirement could be met by seeking to encourage a greater proportion of Gatwick Diamond residents to work closer to home. Currently more work elsewhere than do the residents of any other comparator area. For example, 23% commute to London, whereas only 12% of residents in the Thames Valley do so. Equally, part of the requirement could be met by capitalising on the continuing expansion of Gatwick Airport. The emerging new Gatwick Airport Surface Access Strategy and the results of the Gatwick Growth Board Infrastructure Study will identify many transport and infrastructure improvements that are likely to have a major impact on the area’s economy. Improving connectivity will expand the realistic travel-to-work area, thus enhancing the availability of the necessary skills. It will also likely strengthen the Gatwick Diamond as a place to do business by improving business connections to potential customers and suppliers.

<p>STRATEGIC AIMS</p> <ul style="list-style-type: none"> • TO <u>PROMOTE</u> THE AREA AS A WORLD CLASS BUSINESS LOCATION • TO ENCOURAGE AND MAXIMISE PUBLIC AND PRIVATE SECTOR <u>INVESTMENT</u>, TO <u>RETAIN</u> AND FOSTER BUSINESS GROWTH AND TO <u>ATTRACT</u> NEW INWARD INVESTMENT • TO MAXIMISE THE BENEFITS OF <u>TECHNOLOGICAL CHANGE</u> • TO CONTRIBUTE TO <u>PUBLIC SECTOR DECISION MAKING</u> AT A LOCAL, REGIONAL AND NATIONAL LEVEL • TO ATTRACT, DEVELOP AND RETAIN THE HIGHEST <u>TALENT</u>

<p>Strategic Aim 1</p> <p style="text-align: center;">TO <u>PROMOTE</u> THE AREA AS A WORLD CLASS BUSINESS LOCATION</p> <p>Objectives</p> <ul style="list-style-type: none"> • Marketing, PR and Communication <ul style="list-style-type: none"> ○ A dynamic website, active social media, informative blogs, newsletters ○ Gatwick Diamond brand strengthened in face of competition

- Business Barometer and one to one Employer engagement to identify barriers to growth and achieve all five Aims
- High profile in press, radio and tv
- Annual Economic Forum
- Gatwick Diamond Business Awards
- Sector Focus
 - Focus on three key growth Knowledge Sectors Digital Technologies (Digital Diamond), Medical Technologies and Professional Business Services
- Partnership Building
 - PROMOTE Group collaboration
 - Public sector partnership building with Local Authorities, MP's and Government Departments
 - Relationship building with private sector companies and business membership organisations

Strategic Aim 2

TO ENCOURAGE AND MAXIMISE PUBLIC AND PRIVATE SECTOR INVESTMENT, TO RETAIN AND FOSTER BUSINESS GROWTH AND TO ATTRACT NEW INWARD INVESTMENT

Objectives

- Public and Private Sector Investment
 - Lobbying for and identifying potential managed workspace for start-ups and SME's
 - Influencing MPs and DCLG regarding the end of Permitted Development Rights
 - Seeking with developers and agents Increased 1,000 to 5,000 sq. ft. office space availability
 - Promoting New Business Parks, North Horsham, Horley and Novartis Technology Park (all coming on stream in 2019)
 - Lobbying for increased employment land
 - Supporting the regeneration of town centres
 - Councils to be encouraged to use existing properties and to buy up brownfield land for employment space.
- Inward Investment
 - Foster a close Relationship with Department of International Trade and Inward investment
 - Inward and outward-bound Trade Missions
 - Collaborating with Invest Surrey, Invest West Sussex and Coast to Capital LEP
 - Supporting and promoting Gatwick Airport's drive for additional business routes
- Business retention and growth
 - Excellent Employer engagement
 - Maintain close relationship with large foreign owned employers in the light of Brexit challenges and opportunities
 - Referrals to Coast to Capital Business Navigator and other business support agencies
 - Sponsoring and leading the Gatwick Diamond Meet the Buyer programme to increase large/ small local supply chain
 - Referring employers to DIT to increase Exporting
 - Promoting Skills opportunities
- Sector Focus

- Focus on three key growth Knowledge Sectors Digital Technologies (Digital Diamond), Medical Technologies and Professional Business Services
- Collaboration
 - Lead the partners in the PROMOTE Group
 - Work with, support and promote Developers and Agents
 - Assist and support Local Authorities during planning consultations

Strategic Aim 3

TO MAXIMISE THE BENEFITS OF TECHNOLOGICAL CHANGE

Objectives

- Innovation workspace
 - Lobby and identify locations for Enterprise Hubs and managed workspace
 - Support development of Novartis Horsham and Burgess Hill Technology Parks
- Broadband Provision
 - Lobby for improved broadband connectivity across the Gatwick Diamond including rural business locations
- STEAM Skills (Science, Technology, Engineering, Creativity and Maths)
 - Software Technology Workplace Degree Apprenticeships
 - Engineering Workplace Degrees Apprenticeships
 - Identify employer needs for Trail Blazer Degree Apprenticeships
 - Promote all level apprenticeships
- Collaboration
 - Lead the partners in the INSPIRE Group
 - Build strong relationships with Universities and FE Colleges

Strategic Aim 4

TO CONTRIBUTE TO PUBLIC SECTOR DECISION MAKING AT A LOCAL, REGIONAL AND NATIONAL LEVEL

Objectives

- Platforms
 - The Overview Forum
 - The Economic Forum
 - Blogging and social media
- Lobbying and influencing the public sector i.e. local authorities, councillors, MPs and government departments
- Working with the C2C LEP and contributing to the new SEP

- Providing employers views on Brexit
- Promoting and lobbying for transport infrastructure improvements with the C2C LEP and Gatwick

Strategic Aim 5

TO ATTRACT AND RETAIN THE HIGHEST TALENT

Objectives

- Employers
 - Promoting to employers Digital Technology and STEAM degree apprenticeships
- Education
 - Lobbying Universities to deliver STEAM degree apprenticeships
 - Encouraging FE colleges and universities to work together to deliver STEAM degree apprenticeships
 - Work with Tomorrow's Engineers and STEMFEST to promote Gatwick Diamond career opportunities
 - Lobby Careers and Enterprise Advisors to promote vocational training and degree apprenticeships to schools and parents
- Lead INSPIRE Group collaboration

END

January 2018

Rosemary French, OBE

Executive Director of the Gatwick Diamond Initiative