

Strategic Business Plan 2013-16

Vision

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

Key Objectives

- To promote the area as a world class business location (**PROMOTE**)
- To attract investment whether from UK, government or foreign (**ATTRACT**)
- To help retain existing businesses (**RETAIN**)
- To foster the growth of existing and new businesses. (**GROW**)
- To maximise the benefits of technological change (**GROW**)
- To contribute to public sector decision making at a local, regional and national level (**INFLUENCE**)

How?

- **LOBBYING**
- **MARKETING**
- **PROMOTING**
- **COMMUNICATING**
- **COLLABORATION**
- **DESSEMINATING**
- **BROKERAGE**
- **ENGAGEMENT**
- **THOUGHT LEADERSHIP**

What does success look like? Key Outcomes

- 3% annual **GVA growth** - £19.2bn (2010/11) to £22.3bn (2015/16) to £25bn (2019/20)
- Growth in quality and size of **business stock**
- **Infrastructure** and **Inward** Investment attracted
- An **internationally** recognised business location
- A resilient international airport with excellent and convenient **business connectivity** in terms of routes and surface access
- A locally available **skilled workforce**
- World Leaders in **key sectors** – Aviation, Aerospace and Defence; Advanced Manufacturing and Engineering; Financial and Professional Services; Life Sciences, Health Technologies and Medical Devices, Environmental Technologies; Food and Drink
- **Locally adopted plans** that accommodate a GD Plan for Growth which meets housing, office and property and infrastructure requirements
- An **attractive** location to work, live and play

Strategy

The Gatwick Diamond Initiative will deliver its aims using public/ private sector collaboration and partnership to add value by focusing on activity that will make a measurable difference to the economy.

The Gatwick Diamond Initiative will select, prioritise and focus on high growth, knowledge driven economic growth activity.

Gatwick Diamond Initiative Structure

The **Overview Forum** will lead the direction

The **Management Board** will manage the programme and oversee finances

There are four work groups each with action plans to contribute towards the vision.

GROW - Development

CONNECT – Transport and Broadband

INSPIRE – Skills, Enterprise and Innovation

PROMOTE – Marketing, Promotion and Inward Investment

Work Plan

The original Futures Plan remains the driving document for the Gatwick Diamond Initiative. Following two consultations with the public and private sector in 2012, objectives and outcomes have been prioritised for the period 2013 - 2016. Each Group will produce its individual action plan which will be annexed to this document.

The base line of statistics to be used, will also be annexed, from the 2011 Census, ONIS, the Local Futures Business Location Index and Local Futures GVA data by council area.

In 2015, post-election, a greater 'Futures' type strategic plan will be developed.

Other Economic/ Strategic/ Business Plans

The Gatwick Diamond Initiative Strategic Plan will align with other plans from significant partners in particular:

- Coast to Capital LEP Growth Plan
- West Sussex Economic Development Plan 2012-2020
- Surrey Future Plans (to be completed)
- Transport Plan for Surrey
- District and Borough Council Local Plans
- Surrey Connects Economic Strategy
- Berkley Hanover Report on Aviation Growth
- LEP Transport Board Plans

GROW

Key Objectives

- Lobby for housing to accommodate growth - right amount, right blend of housing at all levels right locations
- Support the LSS Group with the roll out of the Local Strategic Statement and the Duty to Cooperate
- Support the LSS Group to take the Local Strategic Statement to next level:- more detailed and location specific
- Ensure the GDI feeds into the local plans
- Work with councils at delivery level as well as board level
- Broker a portfolio of potential projects and schemes over the next 5 years: so we can react quickly to unplanned calls for funding bids aka Growing Places/ Investment opportunities/schemes/ flooding improvements/ emerging development schemes
- Identify gaps in suitable accommodation for new and existing employers
- *Cont'd*

CONNECT

Key Objectives

- Lobby WSCC and the successful BDUK Broadband bidder to move GDI business parks, including Manor Royal, to the top of the roll out timetable
- To promote to businesses the benefits of subscribing to superfast broadband as part of the BDUK roll out and suggest other options where applicable
- To lobby for a continuing non-stop Gatwick Express
- To influence the Gatwick Surface Access Strategy Group
- To lobby for transport infrastructure investment supporting WSCC, Surrey CC and C2C LEP
- To promote to businesses the benefits of public transport and schemes such as Ease It

Attach Action Plan

INSPIRE

Key Objectives

- Promote the benefits of apprenticeships, interns and graduate recruitment to businesses
- Promote to business the benefits of local recruitment and workforce development
- Support the implementation of the University Centre of Central Sussex College
- Support the arrival and promote the increased presence in the Gatwick Diamond of the University of Brighton
- Influence and lobby for the development of a Science Park/ Innovation Centre within the Gatwick Diamond
- Support Gatwick Diamond Young Start Up Talent
- Lobby for and promote improved payment terms for small businesses

Attach Action Plan

GROW

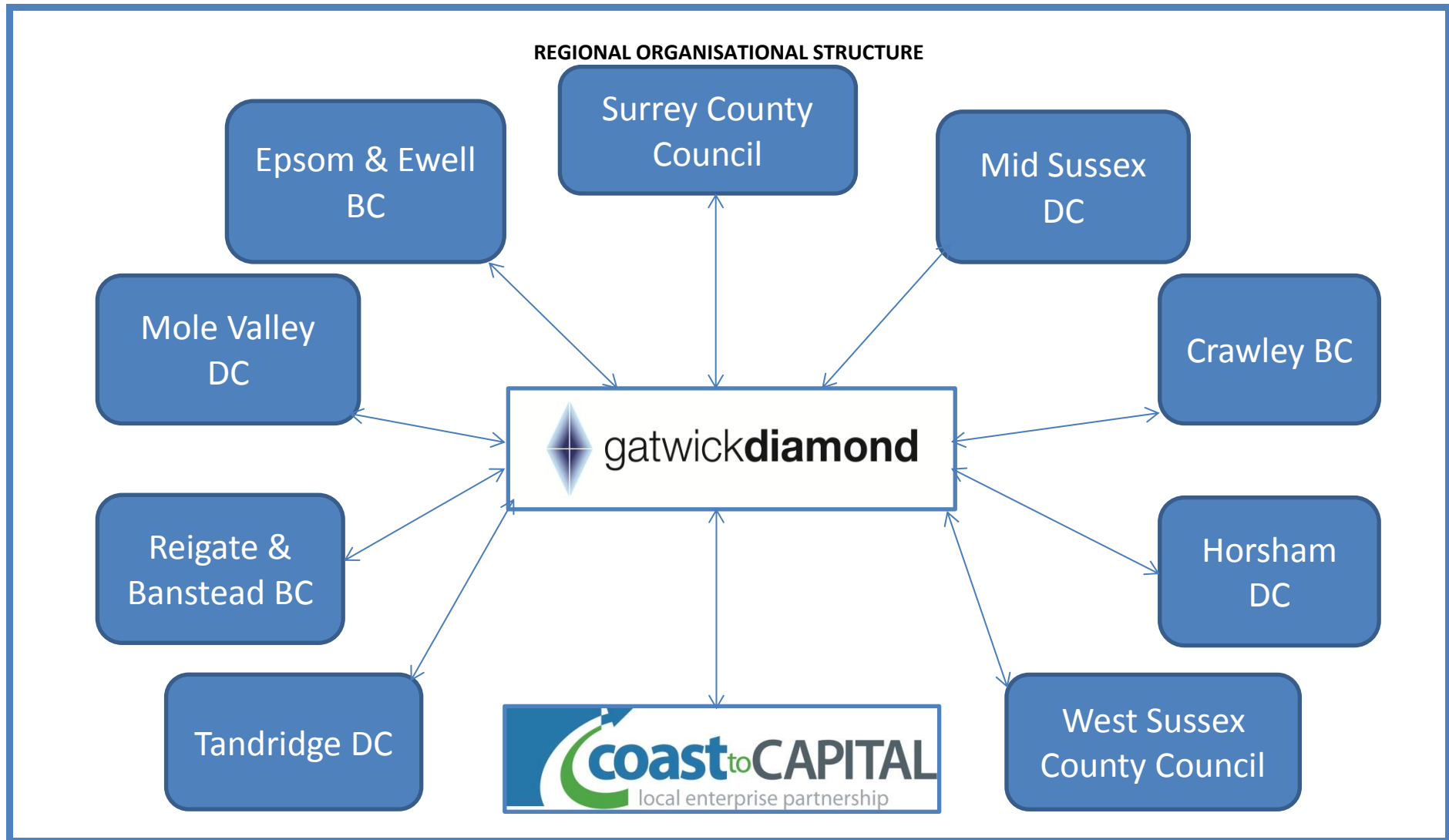
- Form a local view on aviation capacity, the future of Gatwick and seek certainty about the future
- Lobby for a good homeworking infrastructure – broadband, work hub space etc. to reduce congestion, increase flexibility of work/live time and encourage start ups from home.

Attach LSS, Action Plan

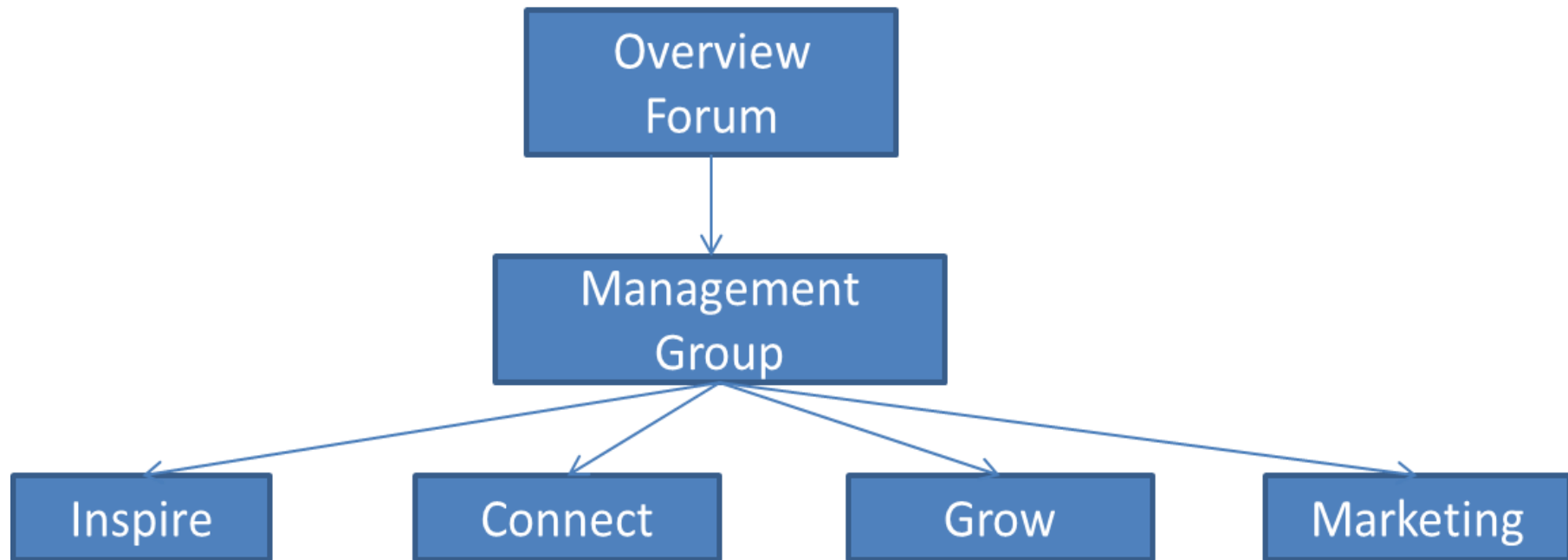
MARKETING

- Raise the profile of the Gatwick Diamond as a great place to do business
- Raise the profile and understanding of the key sector strengths in the area.
- Promote the Gatwick Diamond locally, nationally and internationally to attract new business investment to the area and investment and growth amongst current businesses
- Promote a clear Sector proposition, what needs to be achieved and with whom
- Support Gatwick Airport in retaining and attracting new international routes by encouraging and promoting business traffic through the airport particularly on new and long haul routes
- To work with local business membership organisations and to promote membership to sme's
- Promote the benefits of international trade through schemes such as sponsoring the International Award at the Gatwick Diamond Business Awards
- Promote and encourage businesses ability to scale up through business support programme eg Growth Accelerator/ MAS/ESPKN and signposting to business support websites
- Track business confidence and identify trends to help the Gatwick Diamond maintain its competitiveness (Quarterly Business Survey)
- Encourage business networking and peer to peer learning through promotion of partners events on the website
- Showcase hero companies through case studies and the Gatwick Diamond Business Awards
- Seek opportunities to invite, organise and manage inbound and outbound trade visits
- Respond promptly to inward investment enquiries and seek enquiry opportunities
- Ensure that the relaunched website always has dynamic content, attractive and relevant inward investment content and work towards improved website rankings
- Lobby local and national public sector, strategic business organisations on issues which are barriers to growth and investment
- Through collaboration and the free sharing of knowledge and information with business associations, LEP and local authorities, help businesses be retained, grow and prosper

Attach Action Plan



GATWICK DIAMOND INITIATIVE ORGANISATIONAL STRUCTURE



DATA

District/ Borough Councils	GVA £bn	GVA per employee	GVA £bn	GVA per employee	No. VAT/ PAYE
Base 2006 - £13.8bn*	2008/9	2008/9	2010/11	2010/11	businesses 2011/12
Epsom & Ewell	£1,257	£46,372	£1,320	£48,553	2,865
Mole Valley	£2,841	£69,479	£3,130	£71,324	4,855
Reigate & Banstead	£3,213	£54,315	£3,731	£60,893	5,855
Tandridge	£1,290	£42,993	£1,278	£41,889	4,320
Crawley	£4,457	£57,365	£4,828	£60,181	2,560
Horsham	£2,148	£45,692	£2,403	£47,886	6,350
Mid Sussex	£2,306	£44,528	£2,517	£47,918	6,255
Total	£17,512		£19,207		33,090
% GVA change	15.3% over 3 years excluding Epsom & Ewell	This is not GVA per population which is much lower	8.8% over two years including Epsom & Ewell	This is not GVA per population which is much lower	
Data Source	Local Futures				IDBR 2012

*Base data of £13.8bn from GHK Futures Plan which excluded Epsom & Ewell. E & E included in the 2009 and 2011 figures.

KEY INDICATORS	Latest data	Previous data	Trend
GVA (Gross Value Added) from OMIS by County Council area	Surrey - £30,344m (2011) West Sussex - £16,552m (2011)	Surrey - £29,318m (2010) West Sussex - £16,097m (2010)	↑
GVA: £ per population head – not per employee	Surrey - £26,657 (2011) West Sussex - £20,568 (2011)	Surrey - £26,006 (2010) West Sussex - £20,128 (2010)	↑
Economic activity rate (actively seeking work) ¹ : for persons aged 16-64	81.1% (2012)	80.6% (2011)	↑
High-level skills: Pop. of working age with an NVQ 4+	38.7% (2011)	37.4% (2010)	↑
Gross weekly pay: (full time workers, earnings by residence)	£611.30 (2012)	£610.40 (2011)	↑
Growth in gross weekly pay	0.1% (2011-2012)	2.5% (2010-2011)	↓
Unemployment: JSA claimants as % of population aged 16-64	1.7% (March 2013)	1.7% (February 2013)	-
Employment rate ² : % of pop. aged 16-64 in employment	77.3% (2012)	77.1% (2011)	↑
Business start up rates: Births of new enterprises as % of existing businesses	(10.0%) (2010)	9.7% (2009)	↑
Business density: Active enterprises per 10,000 pop.	480.04 (2010)	484.30 (2009)	↓
Growth in business stock: % change in number of active enterprises since previous year.	-0.9% (2009-2010)	1.0% (2008-2009)	↓

Sources: Surrey County Council Insight - ONS: NOMIS

1. Includes the employed and unemployed (i.e. those actively seeking work)
2. People who did some paid work in the reference week; those who had a job that they were temporarily away from (e.g. on holiday); those on government-supported training and employment programmes; and those doing unpaid family work (as defined by Nomis).

www.gatwickdiamond.co.uk (v7 -060613)



