The Housing and Regeneration Agency

West of Ifield, Crawley

Employment and Economic Development Strategy

WOI-HPA-DOC-EDS-01
Version 1 - Planning submission

July 2025

Contents

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Disclaimer

1. Introduction

1.1 This document sets out a high level **Employment and Economic Development Strategy (EEDS)** for West of Ifield. Situating West of Ifield in its regional context, it explains ambitions for the new community in economic and employment terms. It then translates these into a series of floorspace requirements which both inform (and have been informed by) the evolving masterplan, and it works through the implications for employment.

Developing the EEDS

1.2 The EEDS for West of Ifield has been developed over six years. It has proceeded in parallel with the wider masterplan and the wider ambitions and aspirations linked to it. It has shaped – and been shaped by – the emerging thinking surrounding the allocation of sites; priorities for transport and access; social and community concerns; and the imperatives surrounding the efficiency of resource use and other environmental matters. In particular, the EEDS has been steered by the Joint Paper (prepared by the two local authorities) Relating to Employment and Development of the West of Ifield site (June 2021). Throughout, there has been a dialogue with key stakeholders, particularly the two local planning authorities (Horsham District Council and Crawley Borough Council) and Homes England. Many other partners and stakeholders have also contributed to the dialogue at different times – including Coast to Capital Local Enterprise Partnership, Manor Royal Business Improvement District, Gatwick Diamond, Gatwick Airport and West Sussex County Council.

1.3 Whilst there has been much continuity, the last six years have also seen major economic shocks and these have helped to frame the EEDS: the UK's departure from the EU; the Covid-19 pandemic; the cost of living crisis; the shift to 'higher for longer' interest rates; and a fluid and uncertain international context (especially war in Europe and changing tariff arrangements). In parallel, the policy context has evolved substantially – including revisions to Local Plans, various major changes in UK government policy and a restructuring of the sub-national institutional architecture linked to economic growth. Although the economic fundamentals of the area around West of Ifield are strong, north West Sussex is a highly connected economy with Gatwick Airport at its core, and these wider economic shocks and policy/institutional shifts have had an effect. They have also influenced the content of the EEDS.

1.4 The EEDS has been developed to reflect the development of 3,000 homes at West of Ifield, linked to the construction of some 26,400 sqm of business floorspace and 21,200 sqm employment generating accommodation within the proposed Neighbourhood Centre. The economic and employment roles of West of Ifield will be fully part of long term regeneration and growth ambitions for both Crawley and Horsham, helping to achieve wider ambitions whilst also complementing other priorities (linked for example to regeneration plans for Manor Royal and Crawley town centre) in a manner that is additional by design.

1.5 The commitment to a long term EEDS across a long term development venture (the first phase of which will commence around 2027 and continue into the 2040's) is challenging given the pace of change that has been observed locally over the last six years. It is recognised that this 'economic churn' may well continue into the future. Because of this, the EEDS is a high level statement of ambition and commitment – and the site allocations are similarly broadly cast. But to make the EEDS meaningful, Homes England's commitment is also to:

- advance detailed plans linked to innovation, marketing and employment and skills
- review the EEDS every two years in dialogue with the two district councils, to ensure that it continues to be relevant and appropriate for both Crawley and Horsham.

1.6 The document that follows needs to be read in this context.

The structure of the EEDS

1.7 The EEDS is structured as follows:

- Chapter 2 describes the local economic context in headline terms
- Chapter 3 explores key economic relationships for West of Ifield – focusing especially on Crawley town centre, Manor Royal and Horsham (particularly North of Horsham)
- Chapter 4 summarises key policy drivers
- Chapter 5 explains the principles underpinning the EEDS for West of Ifield
- Chapter 6 sets out the EEDS in high level terms
- Chapter 7 demonstrates how Employment Floorspace can be accommodated on site
- Chapter 8 sets out the potential Job Creation implications of the proposed development
- Chapter 9 sets out the proposed Delivery arrangements for the EEDS
- Chapter 10 sets out the Monitoring and Evaluation proposals for the development in the medium term

1.8 Although now dated, it is worth noting that a range of early technical work supported the development of this Strategy, including:

- the completion of a socio-economic baseline (in 2019)
- an analysis of demographic issues (in 2019)
- an extensive literature review relating to the local and regional economy (in 2019)
- an investigation of schemes elsewhere, focusing particularly on neighbourhood centres (in 2020).

2. Understanding the socio-economic context and baseline

2.1 This chapter examines the current socioeconomic situation around West of Ifield. To do this, it reviews publicly accessible data from a variety of sources (ONS population estimates and projections, jobs density and business demography data; UK business counts; BRES, APS and ASHE) to assess the socioeconomic composition of the two local authority districts (Crawley and Horsham) in which the new community will be developed and in relation to several comparator areas:

- four other local authority districts (LADs):
  - Mid Sussex – which is located to the east of Crawley and Horsham and is especially important as a northern West Sussex functional economic market area is defined around Crawley, Horsham and Mid Sussex
  - Mole Valley, Reigate and Banstead, and Tandridge – which are included as wider local reference points
- West Sussex
- England.

2.2 The latest available data from ONS are generally for 2023 or 2024 – which means that the data describe the situation after the pandemic. The data do not capture the full implications of disruptions caused by war in Europe or rising interest rates, and nor do they take any account of very recent announcements in relation to tariffs.

Headline data

2.3 A series of headline data for Crawley and Horsham are captured in the table below. These confirm that Crawley and Horsham are different from each other in economic terms, in part because of their economic geographies. The predominantly urban borough of Crawley has more jobs than it has residents of working age – and hence it is a net importer of labour. The reverse is true in Horsham. Conversely, whereas Horsham has a very high business density – suggesting a high incidence of micro businesses – Crawley has relatively few enterprises per head of population. The inference is that larger businesses are more prevalent within Crawley, which is consistent with the role of its major employment locations, notably Manor Royal.

2.4 Another observation from the headline data is that Crawley performs poorly in relation to qualifications within the Working Age Population. The data are volatile year-on-year and margins of error are substantial at a local level, but Crawley is well adrift of the national average. In Horsham, the qualifications profile is much closer to the national picture. The issues relating to workforce skills in Crawley are central to the strategy for West of Ifield.

Table 2-1: Headline data

	Crawley	Horsham	England
Population (2023)	120,550	149,450	57.6m
Working Age Population (16-64) (2023)	78,250	87,650	36.3m
WAP as % of total population (2023)	65%	59%	63%
% of WAP with RVQ4+ (2024)	27.9%	53.9%	47.1%
Total Jobs[1] (2023)	91,000	74,000	31.6m
Employee Jobs (2023)	89,000	58,000	
Jobs per WAP (2023)	1.16	0.84	0.87
Total Enterprises (2024)	3,490	7,550	2.4m
Enterprises per 10,000 WAP	446	861	661
GVA per filled job (2022, current prices)	£62.8k	£57.0k	£61.7k (UK data)

Source: ONS datasets. Note that population data are sourced from West Sussex Economic Strategy 2025-35, Evidence report

Longer term trends

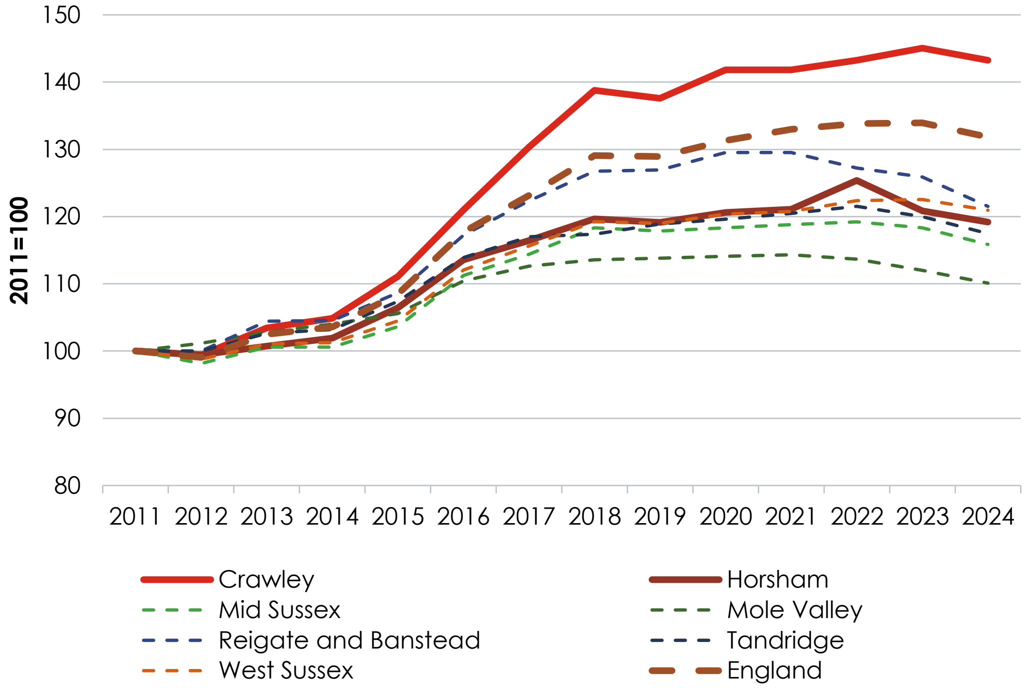
2.5 These observations are very headline and they are a snapshot at a point in time. It is therefore useful to consider some key indicators over a longer time period.

2.6 Over recent years, Horsham has seen rapid **population growth**. The number of residents in the district increased by 5.6% between 2018 and 2023; this was close to double the national average (3.2%) and notably higher than the figure for West Sussex (4%). Crawley's population increased by 3.5% over this period (data from *West Sussex Economic Strategy 2025-35, Evidence Report*).

2.7 The graphic which follows provides insights into the **changing business stock** in Crawley, Horsham and various comparators over the period 2011-2023. Nationally, business stock increased over this period, particularly between about 2014 and 2018. In part this reflected the changing structure of employment (as, effectively, self-employed people were recorded as businesses). Within this context, Crawley saw a faster rate of growth in business stock, particularly during the early years – perhaps suggesting, in addition, a change in the business demography. With its large SME base, the rate of growth in new businesses was slower in Horsham.

[1] This includes an estimate of self-employment jobs. Conversely job estimates from BRES (see below) exclude most self employment jobs

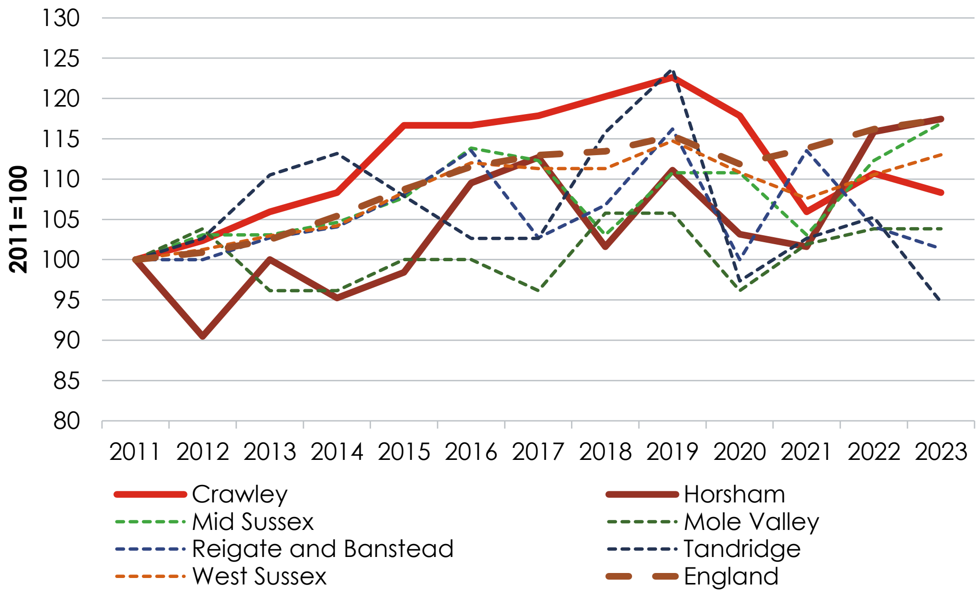
Figure 2-1: Index of business stock for Crawley and Horsham, and various comparators, 2011-24



Source: ONS UK Business Counts

2.8 In terms of the **total number of jobs**, the pattern in Crawley has been quite distinctive. The period until 2019 saw rapid jobs growth, but job numbers have fallen sharply since. Taking the period from 2011-2023 as a whole, Crawley has seen slower jobs growth than either West Sussex or England. For Horsham the picture is different. Over the 12 year period, it grew at the same rate as England as a whole and faster than West Sussex.

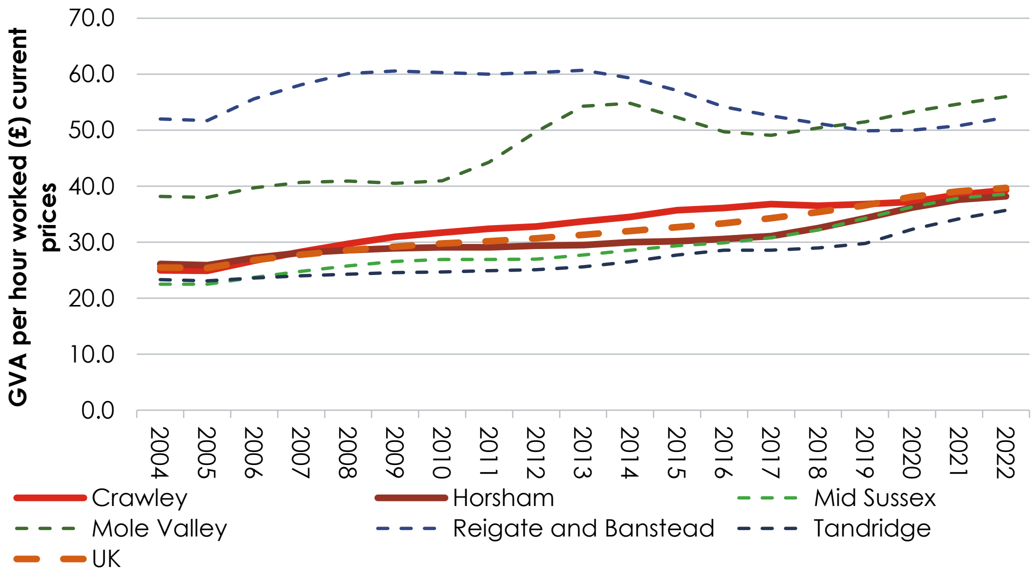
Figure 2-2: Index of total jobs in Crawley and Horsham, and various comparators, 2011-2023

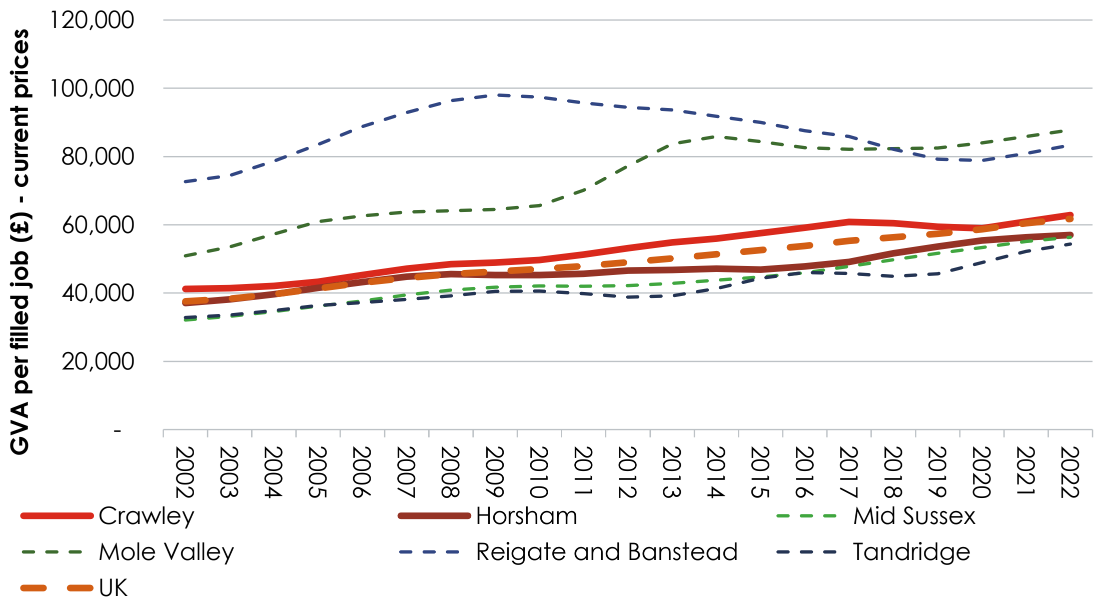


Source: ONS Jobs Density Dataset

2.9 With regard to **GVA per hour worked and GVA per filled job** – key metrics of productivity – both Crawley and Horsham are close to the UK average. Both districts have seen little growth in productivity over recent years, mirroring the national picture. Both are well adrift of nearby localities like Reigate and Banstead, and Mole Valley.

Figure 2-3: Current Price (smoothed) (a) GVA per hour worked and (b) GVA per filled job





Source: ONS

Sectoral make-up

2.10 Based on an analysis of data from the Business Register and Employment Survey (BRES), the table below provides a snap shot of employment by sector in Crawley and Horsham in 2023. It also provides Location Quotients (a measure of relative employment concentration). Overall it shows that Crawley has almost twice as many jobs as Horsham – meaning simply that it is a larger local economy. Across the two local authority areas, the employment sector that really stands out is *Transportation and Storage* (in Crawley), in both absolute and relative terms: the borough has approaching five times more jobs in the sector than the national average, reflecting the presence of Gatwick Airport within the borough. *Business Administration and Support Services* is strong in both districts. Manufacturing is significant in both local authority areas (with the number of jobs close to what might be expected nationally). In Horsham, *Arts, Entertainment, Recreation and Other Services* also stands out.

Table 2-2: Employment by sector in Crawley and Horsham in 2023; and Location Quotients (relative to England)

	Crawley		Horsham	
	Jobs	LQ	Jobs	LQ
1 : Agriculture, forestry & fishing (A)	15	0.0	700	2.3
2 : Mining, quarrying & utilities (B,D and E)	1,250	1.3	700	1.1
3 : Manufacturing (C)	6,000	0.9	4,000	0.9
4 : Construction (F)	2,000	0.5	3,500	1.3
5 : Motor trades (Part G)	1,750	1.1	1,500	1.5
6 : Wholesale (Part G)	3,000	0.9	3,000	1.3
7 : Retail (Part G)	7,000	1.0	6,000	1.3
8 : Transport & storage (inc postal) (H)	21,000	4.6	1,500	0.5
9 : Accommodation & food services (I)	7,000	1.0	5,000	1.1
10 : Information & communication (J)	2,500	0.6	3,000	1.1
11 : Financial & insurance (K)	3,000	1.0	1,750	0.9
12 : Property (L)	600	0.3	1,500	1.3
13 : Professional, scientific & technical (M)	6,000	0.7	5,000	0.9
14 : Business administration & support services (N)	14,000	1.8	6,000	1.2
15 : Public administration & defence (O)	2,500	0.6	900	0.4
16 : Education (P)	3,500	0.5	5,000	1.0
17 : Health (Q)	6,000	0.5	5,000	0.6
18 : Arts, entertainment, recreation & other services (R,S,T and U)	2,250	0.6	4,500	1.7
Total	89,365	1.0	58,550	1.0

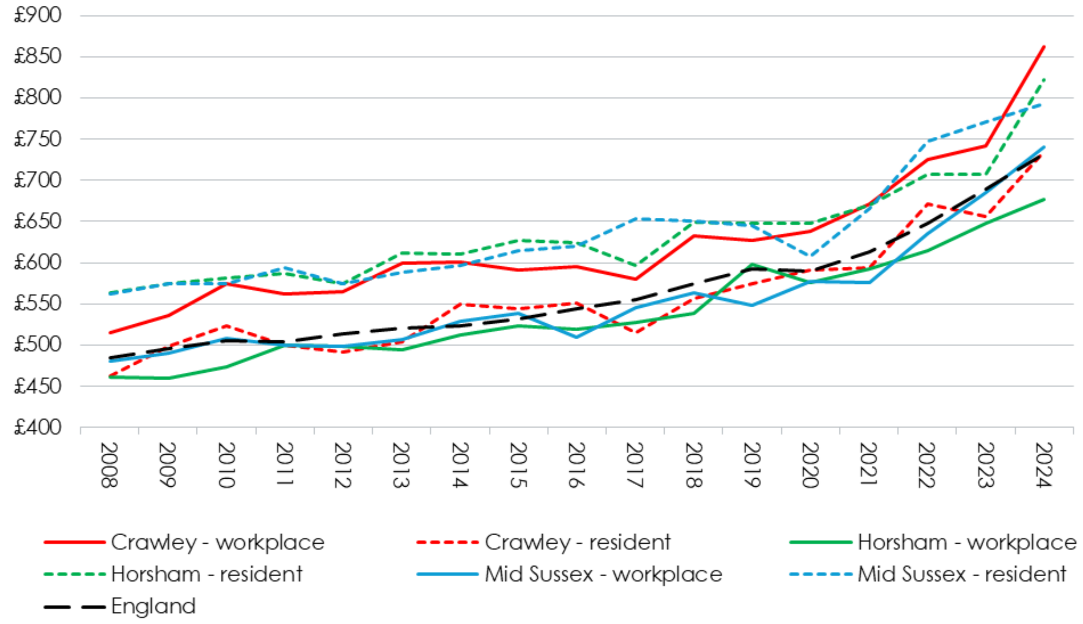
Source: BRES

2.11 Within the *West Sussex Economic Strategy 2025-35, Evidence Report*, there is a parallel analysis but also a review of knowledge economy employment. This suggests that in 2022, some 7.6% of employment in Horsham was in knowledge economy businesses while the figure in Crawley was 6.9%. Both were higher than the averages for West Sussex (5.9%) and England (6.5%).

Pay

2.12 As noted above, Crawley, Horsham and Mid Sussex are identified as a northern West Sussex functional economic area and for that reason, it is useful to consider the three districts together in terms of pay. The graphic below provides workplace and resident measures for each area, together with a figure for England (noting that workplace and resident measures of pay are almost identical at a national level). The graph shows that workplace pay in Crawley and resident pay in the other two districts are above the national average. Conversely the resident workers of Crawley are paid close to the national average. The differences between the workplace and residence-based measures point to the effects of commuting.

Figure 2-4: Workplace and resident weekly pay (full time employees, median)

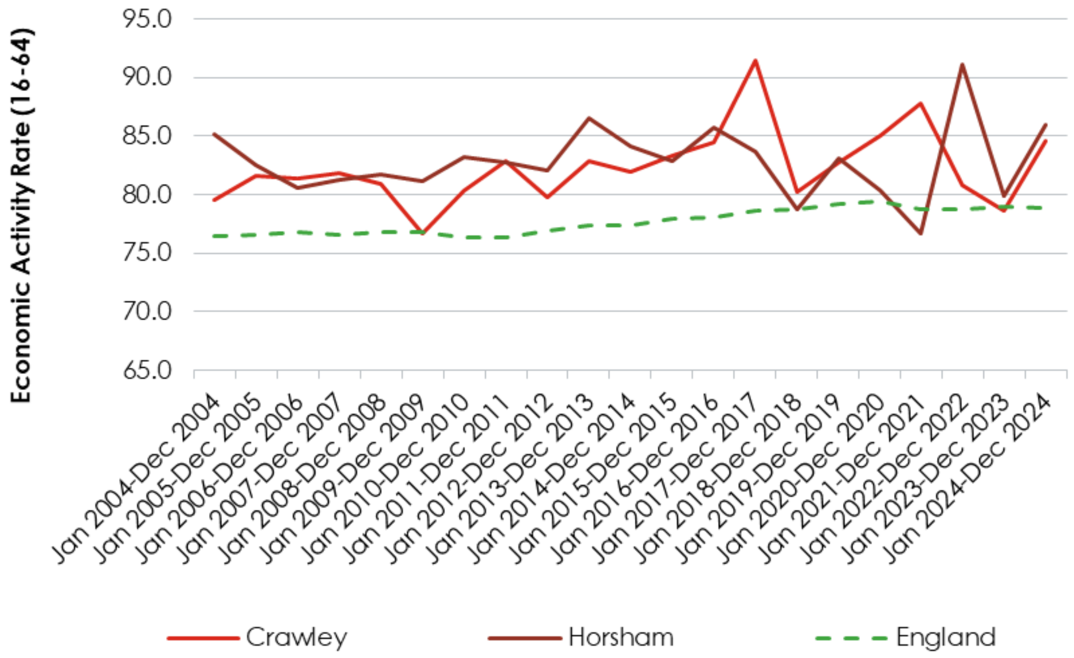


Source: ASHE

Patterns of economic activity

2.13 A final indicator which is increasingly seen as important nationally relates to economic activity rates – defined as the proportion of the population aged 16-64 which is either in work or actively seeking work. Although the data are not particularly robust at a local level (and are volatile year-on-year), the evidence suggests that both Crawley and Horsham have had activity levels which are higher than the national average although latterly, there is some suggestion of convergence.

Figure 2-5: Economic activity rates



Source: APS

Future projections

2.14 Work undertaken as part of the evidence base for local plan-making processes, provides a useful forward look, particularly in relation to Crawley – but the evidence is complicated and inconsistent. Within the *Northern West Sussex Economic Growth Assessment – Supplementary Update for Crawley* (completed by Lichfields in January 2023), consideration is given to two sets of employment forecasts – one from Experian and a second from Oxford Economics (OE). Between 2023 and 2040, OE forecasts much slower employment growth than Experian (i.e. +7,435 jobs and +12,300 jobs respectively). The two organisations also disagree on the starting point: Experian indicates that there were 105,500 jobs in Crawley in 2023 whereas OE's estimate is 98,347. The ONS data reported above is closer to the OE estimate.

2.15 The differences are also apparent in terms of individual sectors. There are, in particular, contrasting views across the modelled estimates of employment growth between 2023 and 2040 in transport and storage; administrative and support service activities; wholesale and retail; manufacturing; and education.

2.16 Each model is based on a particular view of the future. However the differences are notable and it is in this context that the EEDS has been developed.

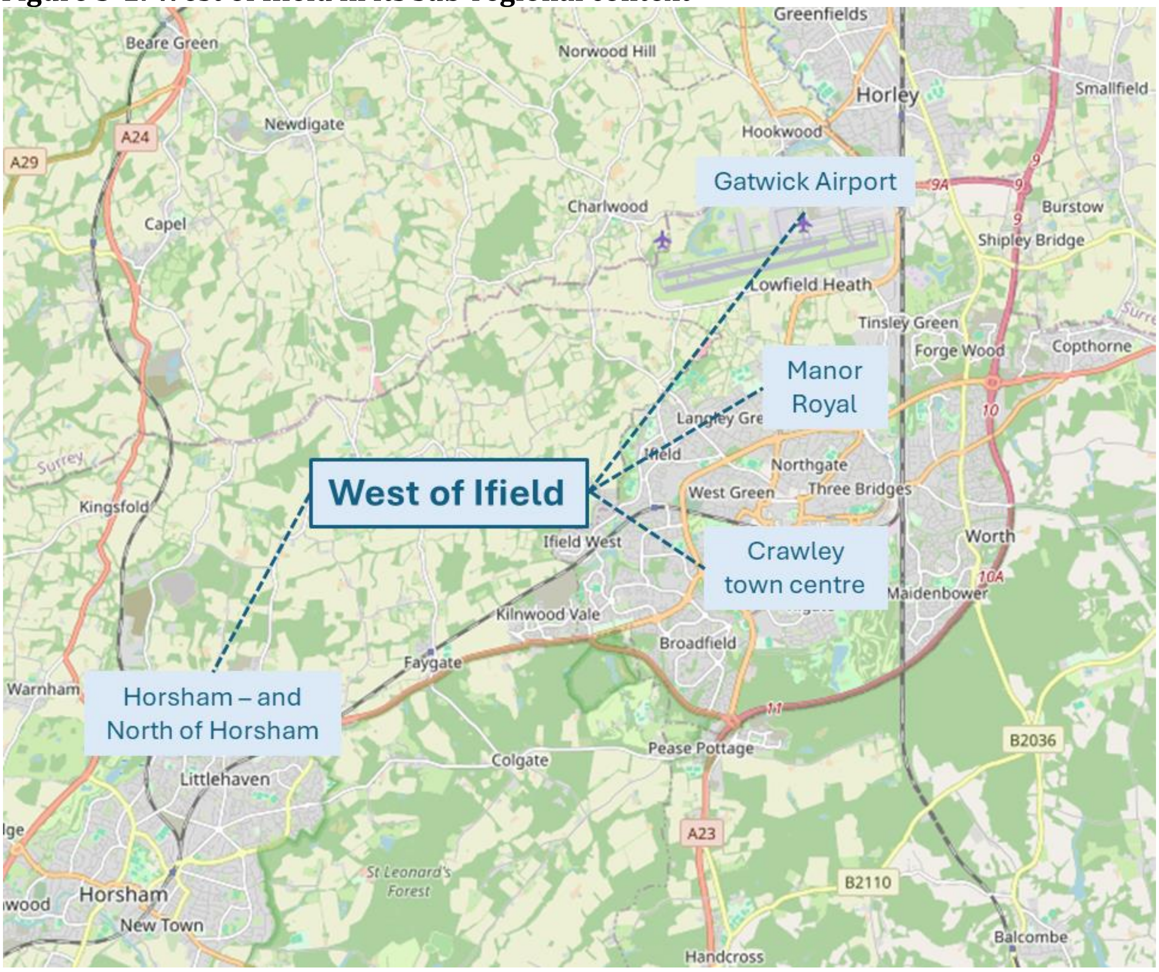
Conclusion

2.17 This review of baseline data points to the complexities of the local economy of which West of Ifield will become a part. Located in Horsham (district), West of Ifield is physically very close to the town of Crawley and in functional terms, the link with Crawley is important. Crawley is distinctive in economic terms. It has major strengths but also some challenges which intensified during the pandemic – and the issues relating to skills and pay among resident workers continue to be a concern. It also has a very distinctive sectoral structure which in turn is dependent on larger employers; there is much uncertainty (and differences of view) in terms of future projections and prospects. Horsham is different; parts of it are rural and the micro business economy is more prevalent and also more stable. West of Ifield will need to play into – and help develop – these contrasting narratives.

3. West of Ifield in its sub-regional context

3.1 In working towards an EEDS for West of Ifield, the wider sub-regional context is important. In economic terms, four key sets of relationships are critical; one of these is within Horsham district and three are within the borough of Crawley. These are illustrated in the map below and then described in the paragraphs that follow.

Figure 3-1: West of Ifield in its sub-regional context



Map sourced through Open Street Map

Links with Horsham – and particularly North of Horsham

3.2 As demonstrated in Chapter 2, Horsham's economy has a different structure from that of Crawley and there are some signs of new economic sectors starting to emerge. During our discussions, reference was made specifically to an emerging games sector within Horsham (town); it will be important that employment growth at West of Ifield complements developments of this nature.

3.3 Land North of Horsham is an especially important scheme for West of Ifield. It is relatively proximate. It is identified in the district's strategic economic statements – notably the

Economic Strategy 2017-2027 for Horsham District – specifically in relation to inward investment and our understanding is that it is being promoted strongly in these terms. It does not have a strong sectoral focus. West of Ifield will need to define for itself a complementary niche in relation to employment ambitions.

3.4 Slightly further afield, Horsham Enterprise Park (formerly Novartis) is also important. It should provide both office and complementary flexible employment space.

Links with Crawley

3.5 Crawley is defined as the dominant commercial centre in northern West Sussex[2] (NWS), a broad functional economic market area encompassing Crawley, Horsham and Mid Sussex districts[3] which has informed local plan making.

3.6 Crawley's population is currently younger than that elsewhere, but it is also now ageing. While the population has grown rapidly in the past, future growth projections are more cautious and similar to those for surrounding areas. This would tend to suggest that the 'New Town dynamic' has worked its way through in demographic terms. Despite this, Crawley remains quite distinctive. As demonstrated in Chapter 2, Crawley's residents tend to be working in lower occupational jobs and earning less than the residents of neighbouring areas; they are also much less likely to have degree level qualifications. However, Crawley is home to some high paying jobs – which may well be filled by in-commuters – and the gap between the (low) earnings of residents and the (high-ish) earnings of the workplace population is quite stark. West of Ifield needs to be delivered in a manner that complements plans for major employment areas in Crawley.

3.7 Crawley's new Local Plan 2023-2040 was formally adopted in October 2024. Within it, three economic centres are identified: Crawley town centre, Manor Royal and Gatwick Airport. All three are important for West of Ifield.

Crawley town centre

3.8 Crawley town centre is the main shopping area in the borough, and a key shopping destination for people living in the wider sub-region. It contains a good range of shops, restaurants, cafes and bars, as well as entertainment uses at Crawley Leisure Park, all of which contribute to the overall attractiveness of the town centre as a place to visit. Crawley town centre is an important sub-regional destination for retail and leisure, and a designated Main Employment Area. It is also a sustainable place for people to live, and its residential population has increased in recent years. Moving forward, significant new residential developments are planned and it is recognised that the town centre, as well as being a retail, leisure and employment destination, is becoming a neighbourhood in its own right.

[2] Topic Paper 5: Employment Needs and Land Supply, May 2023 – Crawley Borough Council
[3] Northern West Sussex Economic Growth Assessment, January 2020

3.9 The town centre has undergone significant regeneration, with £3.2m of improvements work to the public realm in Queens Square (the heart of the town centre) now complete and plans to extend the improvements into the adjoining Queensway and The Pavement now well progressed. Like many town centres, Crawley also faces challenges and is diversifying. Internet shopping has significantly affected the retail sector, and there has been an increasing shift towards a more diverse set of leisure-focused main town centre uses, particularly cafes and restaurants.

Manor Royal

3.10 Close to West of Ifield is Manor Royal, a substantial industrial / business area of regional significance. As set out in the Local Plan, it covers 240 ha; is home to over 600 businesses; and it provides 30,000 jobs (some 40% of employment in the borough). Manor Royal is home to some of the foremost knowledge-based businesses from across the wider region; examples include Thales, Elekta, Boeing, and Varian. These are major local employers and a source of high-quality jobs. At the same time, within Manor Royal there are also lower value service jobs. Over time, the intention is that it should be redeveloped and the use of existing sites should be intensified.

3.11 Manor Royal has a complicated relationship with Crawley, particularly in labour market terms. Major employers have tapped into wider regional labour markets and the consequence is substantial long distance in-commuting.

3.1 These general observations intensified and accelerated through the pandemic, and the implications continue to be important:

- Gatwick Airport and the aviation sector more generally was very badly affected and this had implications for many occupants of Manor Royal which are concerned, directly or indirectly, with the airport supply chain.
- Business models are changing, including within the corporate sector which is, by nature, relatively conservative and cautious. These developments were not caused by the pandemic, but they have, arguably, been accelerated by it.
- In part as a consequence, Manor Royal is seeing important changes in patterns of land use. Two were mentioned during the course of this study:
  - Many of the large corporate occupiers on Manor Royal now have surplus property and the assumption is that they will seek to reduce their footprints where possible and their tenure arrangements allow
  - Whilst office space is, as a consequence, becoming available, the vibrancy of demand for logistics / distribution provision is such that developers continue to be very interested in Manor Royal; specifically, they are exploring opportunities to redevelop sites and buildings from office to 'last mile' (and related) distribution uses. Land values have therefore (perhaps surprisingly) proved to be resilient thus far; however

the letting prospects (and therefore values) for vacant office premises, appear to be a significant challenge.

3.2 The adopted Local Plan makes provision for a dedicated business hub at Manor Royal, and in March 2025, Crawley Borough Council took possession of an Innovation Centre at Manor Royal. Beyond that, the Local Plan allows for employment-related development of different forms. Policy EC3 states specifically

"development that is compatible with the area's economic function and role in the wider sub-region will be permitted where it falls within the business sectors of office, research and development, light industry, general industrial and storage or distribution and would result in the reuse intensification, or change of use of the land or buildings"[4].

3.3 The adopted Local Plan includes a proposed allocation of land close to Gatwick Airport. This is referred to as 'Gatwick Green' and it is identified as a Strategic Employment Location (Strategic Policy EC4). Gatwick Green will provide new employment land for storage and distribution use. At least part of its rationale is that it should help to safeguard the mixed-use economic function of Manor Royal.

Gatwick Airport

3.4 Gatwick Airport is located to the north of the town of Crawley but within the wider borough. It accounts for about 25,000 jobs directly. Crawley is the main place of residence for airport employees – with over a quarter of the workforce living in Crawley. Within the Crawley Local Plan, Gatwick Airport is identified as a Main Employment Area. Much of its employment floorspace is dedicated to airport-related uses. However the loss of airport-related employment floorspace within the airport boundary is permitted if it is surplus to the airport's operational needs in the context of airport growth and if it will not have a detrimental impact on other Employment Areas (Policy GAT4).

3.5 In February 2025, the Transport Secretary indicated that she was '*minded to approve*' the expansion of Gatwick Airport – albeit the Airport needs to provide various assurances in relation to noise mitigation and surface access. If planning permission is secured, the expansion could involve moving a runway and making it fully operational; this 'Northern Runway' would be brought into routine use, substantially increasing the overall number of departures and landings. On one estimate the airport expansion could generate around 14,000 new jobs – of which 3,000 are on the airport, 2,000 are within supply chains of airport businesses; 1,300 are linked to employee expenditure; and 7,600 are generated in businesses that benefit from increased connectivity and economic activity[5].

[4] *Crawley Borough Local Plan 2023-2040, Adopted October 2024 – page 119*

[5] See London Gatwick's growth plans expected to boost region's economy by £1 billion every year and generate 14,000 new jobs

4. Strategic context

4.1 The strategic economic context for West of Ifield is important in relation to the Employment and Economic Development Strategy.

Key strategic statements

Major national policy drivers

4.2 With the change of government in July 2024, a new suite of major policy priorities has emerged, many of which have been accompanied by strategy statements of different forms.

4.3 The emerging *Industrial Strategy* highlights the potential for 'high potential clusters' with a focus on eight major sectors[6]. Most of these are relevant to Crawley and the wider Gatwick Diamond, and they ought therefore to inform the Economic and Employment Plan for West of Ifield:

- advanced manufacturing
- clean energy industries
- creative industries
- defence
- digital and technologies
- financial services
- life sciences
- professional and business services.

4.4 Building on this, the *Artificial Intelligence Action Plan* seeks (among other goals) to increase the UK's volume of computing power and develop and retain talent[7]. The AI Action Plan also includes scope for *Artificial Intelligence Growth Zones* to support the accelerated delivery of data centres in locations where there is available land, energy supply and opportunities to generate added value from investment.

4.5 There is also a focus in national policy on increasing economic activity and employment. The *Get Britain Working* White Paper targets an 80% employment rate nationally, supported by a series of Local Get Britain Working plans, linked with local growth strategies[8].

[6] UK Government (2024), Invest 2035 – The UK's Modern Industrial Strategy
[7] DSIT (2025), Artificial Intelligence Action Plan
[8] UK Government (2024), Get Britain Working White Paper

4.6 More broadly, the Labour government is committed to *accelerating housing growth,* including through planning reform, with a national target to deliver 1.5 million homes by 2029[9]. In relation to accelerating decarbonisation of the energy system, a *Clean Power Action Plan* was published in 2024: recognising the urgency of energy security, the Action Plan has a 2030 horizon to drive change in the short-to-medium term[10].

Regional economic strategies and plans

Existing strategies

4.7 An Economic Strategy (2025 to 2035) for West Sussex was published in March 2025. The Vision is that:

By 2035, West Sussex will capitalise on its dynamic businesses, excellent international connectivity and outstanding natural assets to amplify innovation, opportunity and growth. We will ensure a more productive, inclusive and sustainable economy.

4.8 The Strategy sets out five key ambitions to achieve the vision:

- Boost productivity growth, investment and innovation.
- Ensure that we have a dynamic and skilled workforce.
- Boost green innovation, enhance natural capital and support the transition to net zero.
- Deliver new development and infrastructure and maximise the benefits of our international transport hubs.
- Sustain our distinctive and vibrant places and grow our visitor economy.

4.9 The key ambitions are broadly consistent with earlier regional strategies which were developed against the backdrop of recovery from the pandemic. For example:

- Higher value knowledge economy sectors and skills are highlighted as priorities in the *West Sussex Economy Reset Plan*, in addition to positioning the county as a place for innovation in green energy

4.10 Aspirations for the *Green Tech* sector are emphasised in *Build Back Stronger, Smarter and Greener* – the Coast to Capital LEP Economic Recovery Plan. This states that the LEP will use the expertise of leading businesses, local authorities and university innovation networks to drive new markets for clean energy production and application across transport, homes, commerce and industry. Furthermore, the plan outlines intentions to deliver retrofit programmes for homes and buildings at scale; these programmes will in turn provide opportunities for reskilling and employment growth in the green economy.

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[9] MHCLG (2024), Our Plan to Build More Homes
[10] UK Government (2024), Clean Power Action Plan

Emerging economic strategies/plans

4.11 The publication of the Devolution White Paper in December 2024 signalled a major change in the sub-national architecture for strategic economic development in England. This will involve the creation of strategic authorities and also the reorganisation of local government. Locally, West Sussex County Council, Brighton & Hove Council and East Sussex County Council have agreed to support devolution in Sussex, with a strategic authority and elected mayor. The new Mayoral Strategic Authority will be tasked with producing a Local Growth Plan. The associated guidance published by government indicates that:

Local Growth Plans are a key foundation of our growth mission, ensuring the benefits of a growing and future-facing economy are felt across the country. They also help to deliver the Industrial Strategy by building on places' economic strengths. Local Growth Plans are the cornerstone of the government's place-based approach to growth and hardwire shared Local Growth Plan priorities into how central government works[11]

4.12 The West of Ifield EEDS precedes the area's Local Growth Plan but – given its alignment with the Industrial Strategy – it ought to resonate with it.

Local economic strategies and plans

Crawley

4.13 *"One Town"* – the *Crawley Economic Recovery Plan, 2022-37* – outlines a vision for Crawley in 2050:

"A modern, vibrant and healthy exemplar digital town; transformed net zero carbon economy; the south east's leading digitally enabled and mixed use innovative Business Park at Manor Royal; an empowered resident workforce; high quality amenities, bustling neighbourhood parades; extensive sustainable homes, transport, business"

4.14 To this end, it sets out five strategic priorities, all five of which are relevant to West of Ifield either directly or indirectly:

- *A diverse and resilient economy* – Crawley needs to broaden its economic architecture and boost economic resilience.
- *Green transformation* – Crawley needs to reset how its economy operates through the lens of 'green recovery'.
- *Town Centre Renewal* – Crawley needs to renew its town centre economy in the aftermath of the COVID-19 crisis.

[11] See Guidance for Mayoral Strategic Authorities on developing Local Growth Plans - GOV.UK

- *Skills for the Future* – Crawley need to overhaul skills training facilities and its programme offer to empower local residents.
- *Connected Crawley* – Digital connectivity to drive up jobs recovery and sustainable transport connectivity to drive down carbon emission

4.15 The Plan includes a number of more detailed objectives. Those that have particular resonance are summarised below:

- establish Crawley as the key business destination in the South East for *Advanced Engineering and Professional Services*
- develop a pioneering "niche" innovation identity for Crawley, benefiting *Advanced Engineering, Logistics and Construction*
- drive growth of *Green Tech and Construction* businesses and jobs to establish Crawley at the forefront of "green growth"
- enable business from *high value growth sectors in Crawley* to recruit successfully from local workforce and overcome skills gaps
- establish Crawley as a first choice *Advanced Technology* business location due to its highly competitive digital infrastructure offer.

4.16 The *Crawley Economic Recovery Plan* is underpinned by four supporting strategies including the *Crawley Town Investment Plan*. This document details how Crawley Borough Council will use the money awarded through the Towns Fund. The overarching aims of the Towns Fund are to drive the sustainable economic regeneration of towns in the aftermath of the pandemic and to deliver long term economic and productivity growth. After echoing the vision presented in the *Crawley Economic Recovery Plan*, the *Crawley Town Investment Plan* states that in 30 years' time Crawley's workforce will be highly competitive and empowered with the skills needs of the *Green Tech, Advanced Engineering, Digital and Professional Services* sectors.

4.17 Many similar themes are echoed in a section on 'Economic Growth and Social Mobility' in the Local Plan which was adopted in October 2024 (page 107). This emphasises innovation, enterprise and advanced technologies; high value economic growth; and sustaining Crawley's role as an economic leader with "*a diverse, resilient and productive economy that meets the needs of the borough and supporting the overall prosperity of the region"*. It states further that *"access to jobs will be supported by learning and development opportunities that support an empowered resident workforce giving people a real choice about the work they can and want to do"*.

Horsham

4.18 Broadly similar aspirations have been identified in relation to Horsham. The latest economic strategy for Horsham is older – it was prepared in 2017 and relates to the period through to 2027. It emphasises five priority areas:

- Priority 1 – Inward Investment (including with a short term focus on the offer provided by North Horsham and the Novartis site)
- Priority 2 – Enterprise (focusing on the need to offer a range of quality commercial floorspace to ensure that businesses can grow locally)
- Priority 3 – Skills and Employment (focusing on providing skills and employment opportunities for those that are finding it difficult to secure jobs)
- Priority 4 – Infrastructure (including higher speed broadband and mobile coverage)
- Priority 5 – Promoting the District Offer (ensuring that there is a vibrant visitor economy).

4.19 Subsequently, work has been undertaken to assemble evidence to inform a new Local Plan. This is ongoing. Through conversations with officers, we understand that the new Local Plan is likely to emphasise the importance of long-term prosperity and resilience; and ensuring that investment is complementary with the wider sub-regional economy within north West Sussex. Beyond that, we understand that the importance of provision for enterprise and innovation is likely to be recognised.

Conclusion

4.20 Although the policy landscape has evolved very quickly in the aftermath of the pandemic and with the change of government – there is much continuity between priorities identified nationally, regionally and locally.

4.21 The key themes focus on:

- **innovation and economic growth – particularly through the lens of major sectors;**
- **net zero and the green economy; and**
- **the links between economic growth, skills and social mobility.**

4.22 Alongside links to Crawley (including Manor Royal) and Horsham – and the need to effect wider regeneration – all three of these have been important in thinking through employment opportunities for West of Ifield.

5. Principles underpinning an EEDS for West of Ifield

5.1 Based on the evidence set out earlier – and also discussions with the two local planning authorities, Homes England and other partners – **Error! Reference source not found.** below summarises some key economic and employment drivers that we think are material over the timescales linked to the planning approval process and the initial development phase.

Table 5-1: Economic and Employment Drivers for West of Ifield

Observation	Evidence	Implications for West of Ifield
Crawley's local economy was badly affected by the pandemic and it is susceptible to economic shocks; economic regeneration is needed	There is much evidence from the data but also through major recent strategic statements	• West of Ifield needs to be used as a catalyst for wider regeneration – particularly in and around Crawley
There is not a strong entrepreneurial/ SME culture in Crawley currently	The incidence of SMEs in the business base is relatively low, and there has been limited innovation provision – although a new innovation centre was announced in 2022 and Crawley Borough Council took possession of it in 2025	• If it is seeking to nurture entrepreneurs/SMEs, West of Ifield is going to have to 'invent' a different business culture, perhaps looking more to Horsham (and the wider region) than Crawley
West of Ifield needs to contribute to ambitions to raise workforce skills locally	Crawley performs badly on measures of skills and attainment, etc., and in this respect, it still has many of the hallmarks of a New Town – despite the success of Manor Royal	• West of Ifield needs to cater for young people and families in the mid 21st Century. This will mean it needs to fully embrace changing working (and living) practices and deliver those from the first phases of development
There is a need to 'upskill' people in the local area, given structural change and a need for diversification	There is much evidence to suggest that Crawley needs to diversify its employment base and workforce skills will be critical in this context	• A strategy should be developed to position West of Ifield as a 'learning and enterprise community'
The aviation sector (and supply chain) will need to evolve, particularly as it responds to	Crawley was badly affected by the pandemic, but looking ahead the issues surrounding environmental	• Rationalisation within the supply chain may mean that more capacity is available on Manor Royal – with some knock-on implications for West of Ifield

Observation	Evidence	Implications for West of Ifield
priorities linked to net zero carbon	footprints linked to aviation are also likely to be important	• West of Ifield needs to work towards a more endogenous growth model with more jobs potentially on site
The future of Manor Royal is very important in relation to West of Ifield	Manor Royal is a major regional employment hub and a 'curate's egg' in terms of employment mixes. It is likely to see some changes in the context of economic change, but equally, it is home to major, knowledge-based firms	• West of Ifield needs to establish a strong link to Manor Royal, from a physical / mobility perspective, and a synergistic one in employment and economic terms. For example, could micro businesses generated within West of Ifield be accommodated on Manor Royal as they grow? Or perhaps West of Ifield might focus on complementary sectoral specialisms? The two sites need to be considered together in complementary/synergistic rather than competing terms
For office or desk-based jobs, working from home is likely to be ongoing part of the mix	The shift to hybrid working appears to be a permanent one in many sectors and for many people	• There is a need to recognise that the role and function of "work space" (in the broadest sense) is changing – offices are more likely to be hubs than full time workplaces; this will well affect both their scale and form in West of Ifield • The importance of local networks is likely to grow; this may present opportunities for West of Ifield • There is an opportunity to work with "corporates" which are looking to mitigate expensive / centrally located HQs / regional centres – and allow staff to work from more local (economic) centres BUT NOT lose the benefits of networking; could West of Ifield address this particular niche? • There is a need to design homes in part as 'workplaces', with some office / work space (internal / external) and excellent broadband connectivity
Remote service delivery – including in relation to healthcare – is increasing	The transition to remote delivery accelerated during the pandemic, and much of this is unlikely to be reversed	• There is a need to ensure that homes and any local business centres are well served by excellent broadband • There is a need to plan for 'hub and spoke' delivery models (and the implication is that West of Ifield is mainly a spoke)

Observation	Evidence	Implications for West of Ifield
Changes to the retail sector seem set to continue/accelerate	The transition to on-line retailing was accelerated – but not caused – by the pandemic, and it seems probable that the shift will be a permanent one	• There will be a need for some convenience and more specialist retail, but probably limited beyond this; it will however be important that appropriate provision is made for last mile distribution / delivery within West of Ifield
Town centres need to be places where people can and will 'mingle' and 'dwell' but not necessarily always 'shop'	The changing character of retail is inextricably linked with evolving town centres; these are still important but they need a 'post retail' purpose	• It will be important to design forms of culture/leisure into the neighbourhood centre, recognising that West of Ifield needs to offer an exceptionally good quality of life to residents linked to a particularly attractive business / working environment – WoI should reflect on how it offers the range of services / facilities that businesses and their staff demand now – and that Manor Royal may not ever be able to offer • Is there a particular opportunity in supporting 'made local/sold local' – focused on quality / uniqueness / community branding, etc.?
'Cultural experience' is increasingly central to quality of life	This is central to changing lifestyles and consuming 'experiences' rather than 'things'	• West of Ifield will need to be master planned with provision for 'cultural consumption' in different forms [this is also known to be an important catalyst for people wanting to work in a place]
'Access to nature' is also central to quality of life considerations	This is linked to the cultural experiences (noted above), although defined more in relation to the natural environment – as evidenced during the pandemic but also more generally	• Access to green space (and blue space potentially) needs to be 'designed in' to improve liveability and desirability in relation to the business / employment offer
Environmental excellence is likely to be central to the long term success of West of Ifield	Government policy appears to be paying more attention to climate change and environmental issues, and the emphasis on clean/green is growing	• West of Ifield needs to be exemplary in environmental terms, with implications for construction, transport, mobility, energy etc. • There is an opportunity to embrace the 'futureproof' agenda – linking to business development / skills / monitoring & evaluation / R&D / education, etc., and positioning West of Ifield as a national/international 'living laboratory' and testbed

5.2 In the light of the comments above the following principles are important:

- **'Re-localised' employment is likely to be important:** Jobs delivered whilst working at home can be included in West of Ifield's employment equation, and the incidence of home-based working is increasing rapidly. This needs to be a major feature of the scheme, linked closely to the infrastructure to permit 'working very locally' and the networking opportunities that this creates.

- **Patterns of endogenous job creation are changing:** Jobs linked to local services will 'count'; however the process of job creation is evolving. On the one hand, relative to the number of dwellings, the scale of local services employment may be declining (as more services are delivered online). Conversely, the increased prevalence of home-based working may mean that more working age adults are 'around locally' in the working day, meaning some increase in local spend (with positive implications for local consumer service employment). Endogenous jobs growth will therefore be important, even if its characteristics are evolving.

- **Assumptions around exogenous employment need to evolve:** There are two dimensions to consider:

  - **Gatwick Airport** could be a major catalyst for growth, particularly given probable progress towards an operational second runway (if planning permission is secured). Although new capacity is now planned (for logistics and distribution) at Gatwick Green, this could still affect West of Ifield (either directly or indirectly).

  - In parallel, other sectors may be emerging on **Manor Royal**, in part in response to a regional commitment to 'diversification'. It will be important to consider how West of Ifield plays into this agenda.

5.3 Beyond that – at a settlement level – our working assumptions are as follows:

- **Processes of enterprise and entrepreneurship will be important, but they will also need to be actively animated**; they are unlikely to happen 'organically. This means that the social nature of business needs to be factored in fully, with implications for town/neighbourhood centres.

- **The links between education and enterprise need to be made**, particularly given the wider characteristics of Crawley and the need for sustainable business growth. The opportunities to foster close business-education links and networks with the new education campus to be developed on site, needs to be a fundamental part of the EEDS

- **'Designing in' (post compulsory) learning will be important for West of Ifield, noting that this may also be virtual;** models are changing in this context, and creative solutions will be needed, but these issues are likely to be critical in relation to West of Ifield's socio-economic make-up**.**

- **In sectoral terms, a broad mix would appear to be appropriate** – the defining feature should be 'enterprise' rather than 'sector', and the hope must be that there are synergies within and between sectors as conventionally defined (and within and between West of Ifield and Manor Royal).
- **West of Ifield needs to be an aspirational place offering a good quality of life**. There are several dimensions to this, but it is especially important that the jobs mix makes good provision for cultural/leisure activities.

5.4 More generally, **West of Ifield will need to contribute substantially to broader sub-regional regeneration objectives** – both in terms of how it is developed and how it ultimately functions. In other words, some of the key outcomes that might ultimately be driven through West of Ifield should in large part benefit the wider area in a tangible and clear way. This means that three sets of linkages are critical. They will be designed into the whole scheme:

- **Links to Manor Royal:** Existing plans for Manor Royal are wide ranging. In securing its future as a key regional employment location, West of Ifield will need to be playing a supporting role in employment terms. Quite what this means will inevitably evolve (in part as enabling infrastructures are put in place) but – as a minimum – the current thinking is that:
  - micro-enterprises that are formed in West of Ifield and are in relevant sectors should ultimately be encouraged to find move-on space at Manor Royal
  - key business amenities and/or support services that are developed at West of Ifield should be made available to occupants of Manor Royal
  - there should be a link between the new Innovation Centre at Manor Royal and that planned for West of Ifield
  - businesses at West of Ifield should be encouraged to take part in networking and cluster development activities that might be planned at Manor Royal
  - ultimately, rapid 'green' routes connecting Manor Royal with the West of Ifield community as a whole, will establish a comprehensive / innovative, living and working environment
  - the marketing of employment sites at West of Ifield should, where appropriate, make reference to Manor Royal.
- **Links to Crawley town centre:** West of Ifield will function as a local service centre and its Neighbourhood Centre will be especially important in these terms. The design of the Neighbourhood Centre will complement Crawley town centre to encourage synergy and avoid displacement. Further, new residents of West of Ifield will be actively encouraged to make use of Crawley town centre for leisure and other purposes. This will contribute to the overall viability of town centre functions, thereby supporting the delivery of the 'One Town' vision for Crawley.

5.5 **Links to Crawley and Horsham more broadly:** Alongside physical elements of town centre regeneration, there is a need to ensure that the wider populations of Crawley and Horsham, gain from the development of West of Ifield. The intention is to achieve this by developing local services (e.g. healthcare) to be of wider benefit; to put in place community links (e.g. through sport); and also to make sure that provision for skills and workforce development is publicised across both areas. There are also proposals to introduce sustainable transport measures, such as new bus services to enable residents to access the site and Crawley town centre.

5.6 During the construction phase, jobs and other opportunities at West of Ifield (including apprenticeships) will be actively promoted, and there will be close working relationships with Crawley FE College in particular.

6. Employment and Economic Development Strategy

6.1 The EEDS for West of Ifield is defined around the following core elements[12]:

- **making provision for enterprise and innovation**, through the establishment of an Innovation Centre at the heart of the new community and adjacent to the main neighbourhood centre
- **designing in provision for a range of flexible, business accommodation, including:**
  - a range of small hybrid workspaces (studio offices and workshops) that can be used for a variety of purposes and are designed to be relatively affordable
  - **"grow-on" space**, targeted at small companies both graduating from the Innovation Centre but also appealing to small companies in the wider area, seeking slightly larger, more flexible floorspace
  - some larger, hybrid units that could be used for both light industrial and general industrial purposes, together with a range of support uses
  - the potential for storage / distribution uses, particularly those looking for local delivery outlets
- **developing an integrated Neighbourhood Centre**, to provide a mix of uses and facilities to support the area including community uses, commercial / retail / leisure uses, and business uses – to provide a sustainable service / supply for residents
- **developing a strategy for accommodating working from home**, recognising that this is likely to be a long term feature of economic life post-pandemic; this will include work areas within residential units, a juxtaposition of workspace with neighbourhoods and a reliance on high quality broadband.

6.2 In delivering these different elements, there are, in addition, three cross-cutting priorities:

- **fostering the growth of a range of sectors**, notably those linked to the green economy
- ensuring that all c**ommercial space is designed to the highest standards,** appropriate at the time of construction

[12] In articulating the Employment Strategy for West of Ifield, it is important to be clear that various other opportunities have been considered but **ruled out**. These include: assuming a major focus on inward investment – and instead encouraging a more endogenous growth model; providing a primary focus on logistics and distribution – and instead encouraging a mix of uses that will include higher employment density uses that are consistent with a new community; and anything that might compete with Manor Royal, the emerging Gatwick Green, or the functioning of Crawley town centre or ambitions for North of Horsham (currently being promoted as a major office park).

- building in measures to invest in and enhance **workforce skills**, given on-going local priorities – such as 'designing in' (post compulsory) learning.

6.3 The objectives behind the Employment and Economic Development Strategy, are therefore that West of Ifield:

- provides a wide range of flexible, different sized and specified floorspace that potentially changes over the years (given that delivery is probably going to span 10+ years), and needs to accommodate a mix of users
- includes the flexibility to grow the floorspace internally (via mezzanine floors, etc.) as requirements change / grow, and
- enables development to be programmed in a number of phases, whilst providing the flexibility / mix required

6.4 Finally, there is a recognition that the overall development will want to achieve high sustainability standards, and as a result MMC / off-site construction methods will be encouraged Consequently the ability to include an MMC "factory" element within the employment area, has been examined, in the event that there are no suitable / available sites in the near vicinity for this purpose. This may be a "temporary" facility, employed during the lifetime of development activity on site, or given the scope for longer term, more strategic development in the area, could be a more permanent facility.

Required employment floorspace

6.5 In order to meet these requirements, a wide mix of employment floorspace will need to be provided across the site. This includes the following typologies:

- **Studio / office space (Use Class E(g))**
  - Co-working / hot-desking floorspace
  - Individual studio units (which could be shared) – self contained, private and secure
- **Larger flexible, mixed use floorplates** (Use Class E(g))
  - Innovation / enterprise / incubator floorspace
  - Workshops – capable of having direct vehicular access, double loading doors, 3-phase, machinery / equipment installations, some "dirty" uses, some external space
  - Hybrid units – capable of a mix of workshop, office / studio, storage uses – with the potential for a first floor structure (mezzanine) which can be expanded / reduced as necessary
  - Grow-On floorspace (which should have the potential to accommodate both studio / office uses as well as workshops and hybrid space) having the capability of accommodating a range of users that have the potential to spin out of both smaller

accommodation on West of Ifield, and from adjoining business locations (Manor Royal in particular)

- Institutional floorspace – training / education floorspace

- **Larger General Industrial Process floorspace (B2) – not including any uses falling within Use Class E**

  - Factory and associated office accommodation for industrial processes, manufacturing, and assembly purposes

- **Larger Storage and Distribution floorspace (B8)**

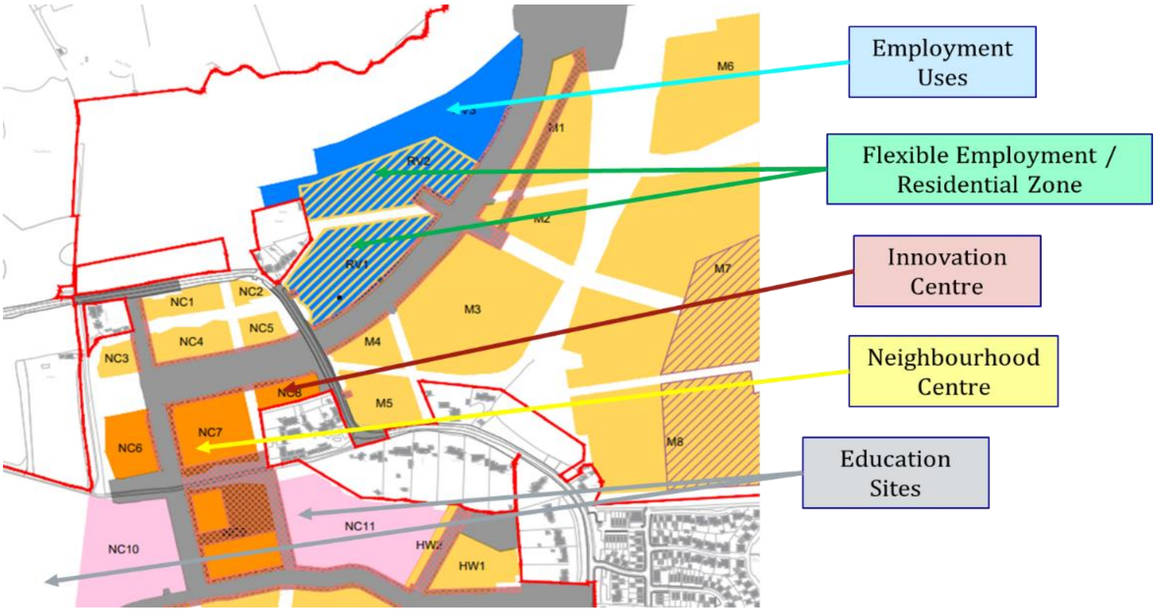
  - Buildings used for storage, catering storage and distribution, distributions centres, and warehousing

6.6 The ways in which this range of accommodation types can be accommodated on the site, are discussed in the next Chapter.

7. Accommodating the Economic Development Priorities on Site

7.1 The detailed master planning of the initial phases of development at West of Ifield, have been under consideration for some considerable time. This has involved a series of discussions with the Local Authorities (culminating in workshops / presentations in 2024), and a particular examination of the main uses which need to be accommodated on site. Discussions have also been held with development partners to understand demand and market conditions. Sites have been identified which are seen as best suited for these uses, and importantly, these include a range of categories, all of which will be employment generating, into the future. These are shown in the figure below.

Figure 7-1: Employment Generating Sites



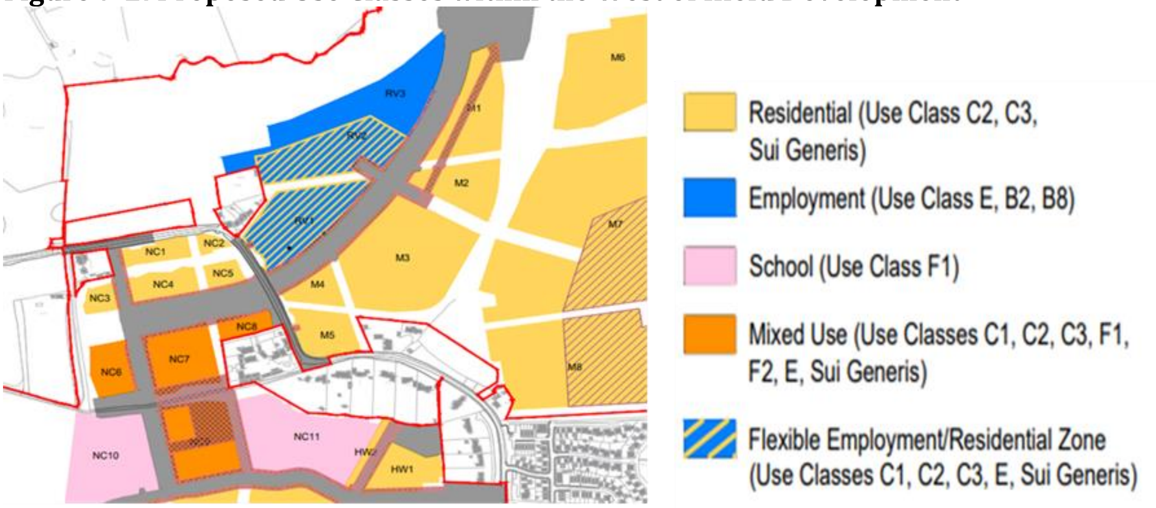
Source: Current – Homes England Masterplan

The main Employment Zone – Sites RV1,2 &3

7.2 The main Employment Zone has been identified as **Sites RV1,2&3 (**Figure 7-2**)**. It potentially includes development plots which will be capable of accommodating the mix of floorspace / uses set out in the previous section.

7.3 Given the timescale over which development of West of Ifield is likely to take place, the specific layout and configuration of floorspace in this zone is not being fixed at this stage, and will need to reflect the priorities and needs of businesses at the time. The flexibility being incorporated in this area will however enable a wide mix of uses to be delivered, during the life of the project, as discussed below.

Figure 7-2: Proposed Use Classes within the West of Ifield Development



Source: Current – Homes England Masterplan

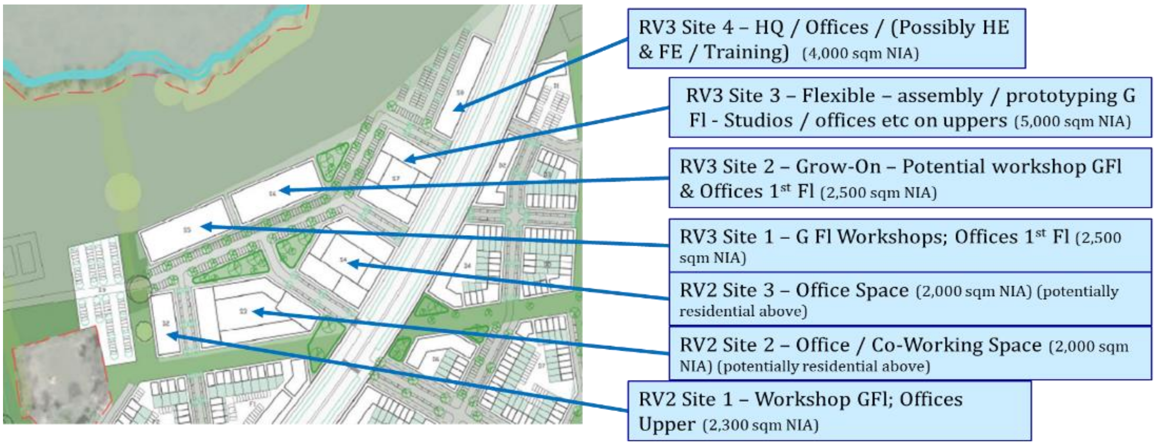
7.4 Plot RV3, to the north of the main employment zone, is proposed as the most flexible area, with a variety of uses being envisaged, including the broadly drawn Use Class E, although it is anticipated that most occupiers would fall under E(g) – offices, R&D and light industrial (all compatible with residential uses). RV3 could also accommodate a range of general industrial uses (B2 - the making, altering, repairing or finishing of any article), and storage / warehousing uses (B8), although it is envisaged that the latter would be more aligned with local / sub regional distribution operations, rather than larger, national facilities.

7.5 Plots RV1 and 2 (the latter in particular), envisage a flexible mix of residential and business floorspace, with some business uses within Use Class E (retail, food and drink, financial, professional and medical services, indoor fitness, and creches) including the range of E(g) uses set out above, alongside operations falling within Use Class C (hotels and residential institutions).

7.6 In order to provide an indication of the quantum of floorspace which could be accommodated on these sites, a high level, and purely indicative layout has been prepared, to demonstrate the scale and configuration of floorspace that could be deliverable, and how that would address the range of highly flexible, business spaces, that the market demands. Two options are considered.

7.7 Under **Option 1**, the diagram below (Figure 7-3) shows an indicative layout to demonstrate how Sites RV2 and 3 could be configured to provide a mix of E(g) uses (all areas quoted are NIAs) across seven phased plots. It can be seen that this provides the scope for a range of single storey workshops, studios and light industrial floorspace and 2 / 3 storey accommodation, with offices on upper floors.

Figure 7-3: Potential Layout for Option 1 Uses



Source: Current – Homes England Masterplan

7.8 Alternatively, under **Option 2**, Site RV3, could be configured to incorporate an element of B2 and B8 uses, alongside a mix of E(g) uses on Site RV2 to provide a wider mix of potential business occupiers. This would potentially provide the same balance of accommodation types, described above (workshops, studios, offices), together with some larger industrial / warehousing units, that could provide industrial units from say 1,300 to 2,600 sqm (GEA) and distribution units from 1,500 to 2,100 sqm (GEA).

7.9 The table below (Table 7-1), demonstrates the potential floor areas and the range of accommodation, which could be delivered by the two mixed use options, described above.

Table 7-1: River Valley Potential Uses and Floorspace

River Valley Employment Zone			
Mix of Uses	**Potential Use Classes**	**GEA (sqm)**	**TOTALS sqm (GEA)**
Option 1			
Assume all General Business Users			
RV2 Plot 1 Workshop GFl; Offices Upper	E(g)(i), (ii) & (iii)	3,000	
RV2 Plot 2 Office / Co-Working Space (potentially residential above)		2,600	
RV2 Plot 3 Office Space (potentially residential above)		2,600	8,200
RV3 Plot 1 G Fl Workshops; Offices 1st Fl	E(g)(i), (ii) & (iii)	3,250	
RV3 Plot 2 Grow-On – Potential workshop GFl & Offices 1st Fl		3,250	
RV3 Plot 3 Flexible – assembly / prototyping G Fl; Offices on uppers		6,500	
RV3 Plot 4 HQ / Offices / (Possibly HE & FE / Training)		5,200	18,200
Option 1 Totals			**26,400**
Option 2			
Assume Mix of Business, Industrial and Warehousing Uses			
RV2 Plot 1 Workshop GFl; Offices Upper	E(g)(i), (ii) & (iii)	3,000	
RV2 Plot 2 Office / Co-Working Space (potentially residential above)		2,600	
RV2 Plot 3 Office Space (G & 1st Fl - potentially residential above)		5,200	
RV3 Plot 1 Workshop / studio / office space	E(g)(i), (ii) & (iii)	3,200	14,000
RV3 Plot 2 General Industrial	B2	3,200	
RV3 Plot 3 Warehousing / Distribution		2,000	5,200
RV3 Plot 4 Warehousing / Distribution	B8	4,000	
RV3 Plot 5 Warehousing / Distribution		3,200	7,200
Option 2 Totals			**26,400**

Source: Current – Homes England Masterplan

7.10 The planning of floorspace on Sites RV2&3, has taken into account a number of key factors / design parameters, that will ensure that it is strategically located and able to establish a working environment, that will appeal to businesses and employees alike. These are set out in Figure 7-4 below and include:

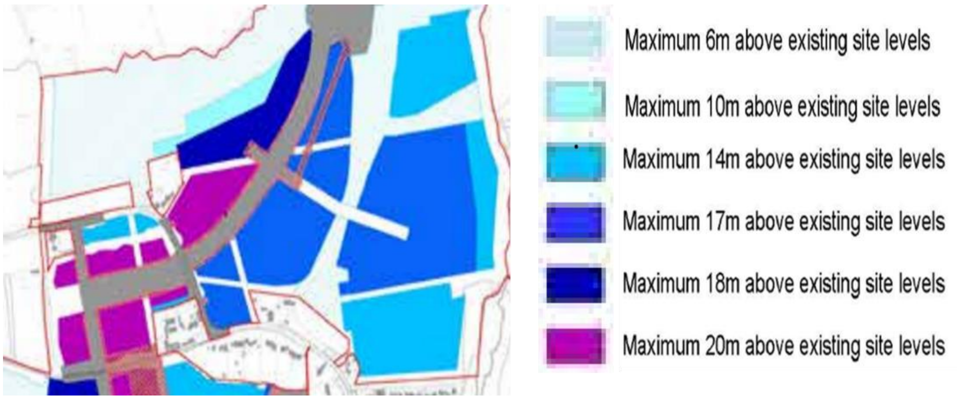
- a location that provides immediate access to the proposed Crawley Western Multi-Modal Corridor, ultimately giving very easy access to Manor Royal
- proximity to the proposed Neighbourhood Centre, via an easy walk or public transport
- proximity to residential communities, with the opportunity to create a mixed use "hub" (commercial and residential use) around the main access to the employment zone
- the potential to create an attractive and sustainable environment, with the site bounded by a Green Corridor to the south, a neighbourhood park and sports hub to the west and significant accessible green space to the north.

Figure 7-4: Key Sites RV1to 3 Design Parameters

Source: Current – Homes England Masterplan

7.11 The density and height of the proposed development will also be a key issue, particularly given the location of the RV Sites , and their proximity to the major thoroughfare to the south, and the sensitive, green / rural transition zone to the north. The proposed development heights are set out in the design parameters shown in Figure 7-5 below. They reflect a maximum of two storey development in the zone to north of Sites RV2&3, and the potential for three / four storey development to the Crawley Western Multi-Modal Corridor frontage to the south.

Figure 7-5: Building Height Parameters



Source: Current – Homes England Masterplan

Option 1 – Potential Accommodation Mix

7.12 Applying these design parameters to the indicative range of potential, employment floorspace to be developed on this site for Option 1 above, could therefore produce the following, likely mix of accommodation types, set out in Table 7-2 below –

- with typical blocks ranging from ground floor only floorspace, to two and three / four storey units, in some cases with the potential to link ground and first floor accommodation in a single occupancy, and
- with potential uses covering a flexible range of workshops, co-working space, studios and offices, larger "grow-on" space, and light industrial / assembly / prototyping uses.

Table 7-2: Option 1 - Mix of Accommodation Types on Sites RV2&3

Option 1 - Sites RV 2&3 - Indicative Uses			
Sites RV2&3	**Storeys**	**Ground Floor**	**Upper Floors**
RV2 Plot 1	**2 / 3**	Workshops on G Fl	Separate access Office / studio space (with potential to link Gfl to 1st Fl)
RV2 Plot 2	**G Fl only**	G Fl Studio / Co-working space (based on desk spaces)	N/A (Residential upper floors)
RV2 Plot 3	**G Fl only**	G Fl Studio / Office space / café	N/A (Residential upper floors)
RV3 Plot 1	**2**	Workshops on G Fl	Mezzanine Workspace on 1st Fl
RV3 Plot 2	**2**	Grow-On / Hybrid - workshop / m'fctr / assembly G Fl	Grow-On / Hybrid - office / studio 1st Fl
RV3 Plot 3	**3**	Flexible units - assembly / prototyping on G Fl	Flexible units -studio / workspace on upper floors
RV3 Plot 4	**3**	HQ building OR Individual studios / offices	Offices (incl potential for training / FE & HE etc)

Source: Current – Homes England Masterplan

7.13 As stated earlier, given the likely length of the development programme at West of Ifield, and the way in which economic conditions have changed over the last 5 years, it will be critically important to design in as much flexibility into the employment areas as possible, to accommodate what could be a wide ranging and continually changing mix of business types and floorspace requirements.

7.14 Our consultations and demand analysis over the last few years has suggested that the initial phases of employment floorspace could be focussed on start-ups and smaller SMEs, and covering a flexible mix of uses, including workshops, studio / office space, and hybrid units (with the potential for a mix of workshop / storage and office accommodation, spread over two floors, to be accommodated within one unit). It is suggested that these should start at say 25 / 50 sq m, and run up to say 250 sq m – with a mix of sizes within this range.

7.15 Two of the Crawley Western Multi-Modal Corridor frontage sites within the employment zone, are seen as an opportunity to develop buildings at scale, and for current purposes, it has been assumed that this could potentially combine employment uses on the ground floor, with residential units on upper floors (subject to market conditions at the time). The commercial floorspace in these cases is seen as co-working / office and studio accommodation, which would be entirely compatible with residential occupiers above.

7.16 This could potentially create a focal point / hub for the entrance to the employment zone, and establish a blend of living / working in this critical area. It will also provide the opportunity for café / food and beverage etc provision, which will serve both the commercial occupiers, as well as the residents.

7.17 Larger, Grow-On space could then potentially be developed as a later phase, to accommodate businesses spinning out of the above, the proposed Innovation Centre, and other companies requiring expansion space from elsewhere in the Crawley / Horsham area. This floorspace could start at say 250 / 300 sq m – and run up to say 500 / 700 sq m. There is also the potential for the key sites to the north of the Site RV3 (fronting the Crawley Western Multi-Modal Corridor – Plots 6 and 7) to be developed for larger / HQ type users, who could take individual floors of accommodation, or indeed a whole building.

7.18 The resulting range of floorspace for this potential Option 1 configuration is shown in the Table 7-3 below:

Table 7-3: Option 1 - Indicative Breakdown of Floorspace Proposed for Sites RV2&3

Sites RV2&3 - Floor Areas	Totals (GEA)	Storeys	Totals (NIA)	Sq M / floor (NIA)	G Fl linked to 1st Fl	Unit Nos / G Fl	Sq M / G Fl unit (NIA)	Unit Nos / Upper Floors	Sq M / Unit (upper) (NIA)
RV2 Plot 1 Workshop GFl; Offices Upper	3,000	3	2,300	767	Possible	15	51	25	31
RV2 Plot 2 Office / Co-Working Space (potentially residential above)	2,600	G Fl only	2,000	2,000	N/A	100	20	n/a	n/a
RV2 Plot 3 Office Space (potentially residential above)	2,600	G Fl only	2,000	2,000	N/A	30	67	n/a	n/a
RV3 Plot 1 G Fl Workshops; Offices 1st Fl	3,250	2	2,500	1,250	Yes	12	104	12	104
RV3 Plot 2 Grow-On – Potential workshop GFl & Offices 1st Fl	3,250	2	2,500	1,250	Yes	8	156	8	156
RV3 Plot 3 Flexible – assembly / prototyping G Fl; Offices on uppers	6,500	3	5,000	1,667	No	6	278	6	278
RV3 Plot 4 HQ / Offices / (Possibly HE & FE / Training)	5,200	3	4,000	1,333	Yes	1	1,333	1	1,333
Totals	**26,400**		**20,300**						

Source: Current – Homes England Masterplan

Option 2 – Potential Accommodation Mix

7.19 As set out earlier in this section, a greater degree of flexibility can be provided within the employment zone, by an alternative approach, which incorporates an element of B2 and B8 uses, alongside a mix of E(g) uses, to meet a wider range of potential business requirements.

7.20 Applying the same design parameters as set out above, the range of potential, employment floorspace to be developed could produce the following, indicative mix of accommodation types, set out in Table 7-4 below, with –

- a number of typical E(g) blocks as described in Option 1 above, ranging from ground floor only floorspace, to two and three / four storey units, with the potential to link ground and first floor accommodation, and potential uses including flexible workshops, co-working space, offices, larger "grow-on" space, and light industrial uses
- B2 blocks providing high quality and sustainable accommodation designed to house a variety of industrial processes (8 to 10m eaves) and configured to allow individual units from 1,000 sqm(GEA), to combined units of 2,000 to 3,000 sqm. The floorspace could also accommodate mezzanine areas, to increase the options for office and other desk based activities
- B8 blocks, providing high quality logistics / warehousing accommodation, particularly designed for "last mile" distribution, with 12m+ eaves and configured to allow individual units of some 1,000 / 1,500 sqm (GEA) to combined units of up to say 4,000 sqm.

Table 7-4: Option 2 - Mix of Accommodation Types on Sites RV2&3

Option 2 - Sites RV 2&3 - Indicative Uses			
Sites RV2&3	**Storeys**	**Ground Floor**	**Upper Floors**
RV2 Plot 1	**2 / 3**	Workshops on G Fl	Separate access Office / studio space (with potential to link Gfl to 1st Fl)
RV2 Plot 2	**G Fl only**	G Fl Studio / Co-working space (based on desk spaces)	N/A (Residential upper floors)
RV2 Plot 3	**Ground & 1st Floor**	G Fl Studio / Office space / café etc	1st Fl Offices (Residential upper floors)
RV3 Plot 1	**2 / 3**	Workshops / light industrial	Studio . Office floorspace
RV3 Plot 2	**1**	General industrial floorspace - mix of uses	Potential for mezzanine offices / labs / R&D etc
RV3 Plot 3	**1**	General industrial floorspace - mix of uses	Potential for mezzanine offices / labs / R&D etc
RV3 Plot 4	**1**	High bay warehousing / distribution uses	N/A
RV3 Plot 5	**1**	High bay warehousing / distribution uses	N/A

Source: Current – Homes England Masterplan

7.21 An indicative range of floorspace areas which could be provided by this potential Option 2 configuration is shown in the Table 7-5 below:

Table 7-5: Option 2 - Breakdown of Floorspace – Revised Mix of Uses

Option 2 - Sites RV2&3 - Floor Areas	Totals (GEA)	Storeys	Totals (NIA)	Sq M / floor (NIA)	G Fl linked to 1st Fl	Unit Nos / G Fl	Sq M / G Fl unit (NIA)	Unit Nos / Upper Floors	Sq M / Unit (upper) (NIA)
Assume Mix of Business, Industrial and Warehousing Uses									
RV2 Plot 1 Workshop GFl; Offices Upper	3,000	3	2,300	767	Possible	15	51	25	31
RV2 Plot 2 Office / Co-Working Space (potentially residential above)	2,600	G Fl only	2,000	2,000	N/A	100	20	N/A	N/A
RV2 Plot 3 Office Space (G & 1st Fl - potentially residential above)	5,200	Ground & 1st Floor	4,000	2,000	No	30	67	30	67
RV3 Plot 1 Workshop / studio / office space	3,200	2 / 3	2,470	823	Yes	12	69	12	69
RV3 Plot 2 General Industrial	3,200	1	2,470	2,470	N/A	3	823	N/A	N/A
RV3 Plot 3 Warehousing / Distribution	2,000	1	1,540	1,540	N/A	2	770	N/A	N/A
RV3 Plot 4 Warehousing / Distribution	4,000	1	3,050	3,050	N/A	4	763	N/A	N/A
RV3 Plot 5 Warehousing / Distribution	3,200	1	2,470	2,470	N/A	3	823	N/A	N/A
Option 2 Totals	**26,400**		**20,300**						

Source: Current – Homes England Masterplan

7.22 This indicative analysis, demonstrates the different ways in which the employment zone can be developed for a range of employment uses, which can be flexed to meet the changing business needs and requirements of the local economy over the next 10+ years, as West of Ifield is developed and evolves as a business location, close to Manor Royal and other key economic drivers.

7.23 It will be important for the layout and phasing of such development to ensure that flexibility is retained over time, in order to maintain the delivery of alternative use options and that there is a sustainable and balanced mix of uses, which can co-exist alongside each other and the surrounding residential development.

The Neighbourhood Centre

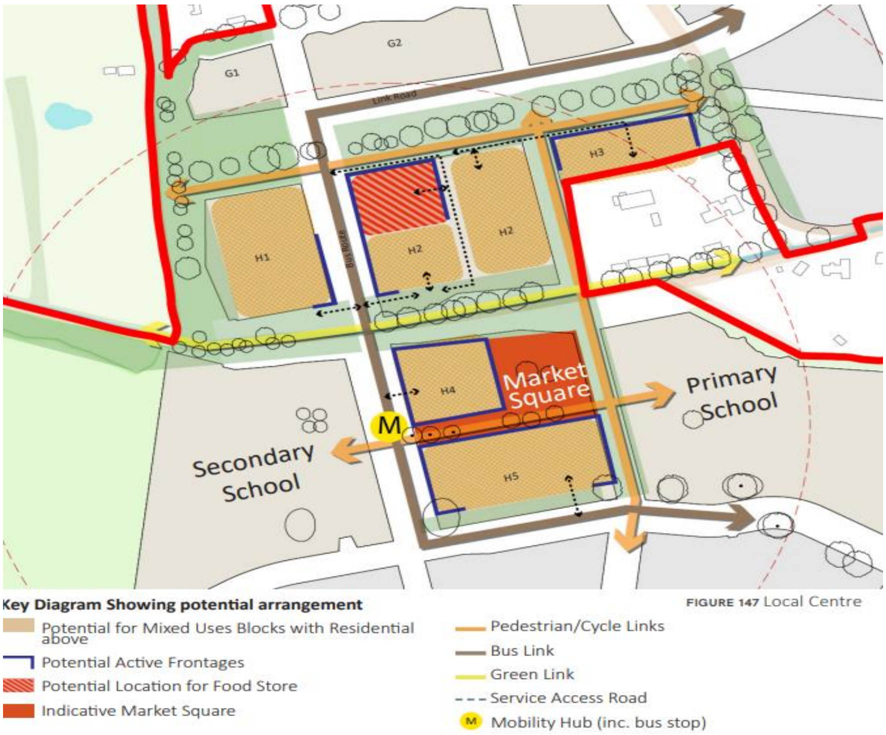
7.24 A new Neighbourhood Centre is proposed as a major component of the new community, and will produce some significant employment generating uses. The proposed Centre is intended to be focused around a market square, with significant public transport provision and an intimate Community Square, adjacent to the two new schools (Primary and Secondary), to provide a mix of uses and facilities to support the area including community uses, a new health centre, commercial / retail uses, and business uses (innovation based), all alongside the proposed Crawley Western Multi-Modal Corridor and wider residential development.

7.25 The scale of these uses – comprises some 16,262 sq m (GEA) of commercial, leisure, hotel and community floorspace, and some 4,900 sq m (GEA) of innovation / business accommodation. In essence, the proposal seeks to provide a sustainable centre with a *service* oriented offer, together with a modest sized foodstore and particularly:

- a level of services commensurate with the scale of the population envisaged for the new community
- a good choice for residents at a local service level
- a highly sustainable centre, accessible by a range of transport modes – and especially those which encourage sustainable travel.
- a diverse range of employment opportunities

7.26 A layout has been developed to reflect the above considerations / objectives, and the resulting configuration of the Centre is shown in Figure 7-6 below:

Figure 7-6: Proposed Neighbourhood Centre Layout



Source: Current – Homes England Masterplan

7.27 A recent retail assessment study has been undertaken which concludes that the residential element of the Proposed Development will create enough expenditure to support the proposed comparison retail floorspace, and most of the proposed convenience retail floorspace. In addition, a recent Crawley Retail Study has identified a significant need for additional comparison and convenience goods floorspace by 2036, in addition to any identified need for additional floorspace within Horsham.

7.28 The Proposed Development would not lead to an impact on any designated centre that could be considered 'significant' and it will also result in no impact on planned investment. The sequential assessment concludes that the application site is the most sequentially preferable site to accommodate the Proposed Development and accords with local and national policy.

7.29 The uses within the Neighbourhood will provide a mid-sized (1,900 sqm GEA) foodstore (to act as a strong anchor), 3,300 sqm (GEA) of flexible commercial space (retail / food and beverage / pub / gym etc), 634 m^2 of community uses, a creche (1,100 sqm), a healthcare centre (to be provided in phases, incorporating 1,528 sqm in the long term) and a 3,400 sqm leisure centre. In addition a mid-range hotel is proposed, comprising some 80 Beds (4,400 sqm)

7.30 The vast majority of commercial floorspace will be geared toward smaller premises – say 50 – 100 sq m gross, however some other users may require larger premises (e.g. pub and gym

- 500 sq m; vet surgery 200 sq m). The indicative range of potential uses, likely to be accommodated over time, is set out in Table 7-6 below. The take up of this floorspace will however be phased, as the development proceeds and resident numbers increase.

Table 7-6: Indicative Types of Commercial Uses in the Neighbourhood Centre

Type of Commercial Uses (by Use Class) Anticipated in Neighbourhood Centre									
E(c) Financial & Professional Services			E(a) Shops - retail sales	E(b) Sale of food and drink (on site)	E(d) Indoor sport / gyms etc	E(e) medical / health	Sui Generis -		
(i) financial services,	(ii) professional services (not health / medical)	(iii) any other commercial / business services					Public House, wine bar etc	Hot Food Takeaway	Cinema, Concert Hall, Dancingl
	Solicitors	Cleaning services	Baker	Café / restaurants	Fitness	Chemist	Pubs	Takeaways	
	Accountants	Tatooist	Greengrocer			Chiropractic			
	Architects / building services	Courier drop point	Convenience / newsagent			Optician			
	Estate Agent	Laundrette	Charity Stores			Mobility services			
	Interiors design	Pet services	Repair shops (eg electrics)			Other medical			
	Funeral services		Nail Bar / beauty salons						
			Hairdressers						
			Florist						
			Hardware / DIY						

Source: Current – Homes England Masterplan

7.31 The commercial units are expected to be flexible, ground floor accommodation, spread between two plots within the Neighbourhood Centre, both of which are expected to be configured as mixed use, multi-storey buildings, (see Figure 7-6). This means that the floorspace will need to be constructed up-front in one of the first phases, but the up-take of units is expected to be phased over a number of years, as demand increases in parallel with resident numbers.

7.32 This will provide some areas of accommodation (potentially some 500 sq m or more) that could be available for a range of more general “meanwhile employment uses” over the initial phases of development, until demand requires it to be released for retail / other commercial uses, and additional employment space is able to be brought forward on Sites RV2&3 (in a later phase).

7.33 Details of the floorspace to be developed in the Neighbourhood Centre, with employment generating potential (including the accommodation which could be used for “meanwhile” uses in the short term), is set out in Table 7-7.

Table 7-7: Breakdown of Uses / Floorspace within the Neighbourhood Centre

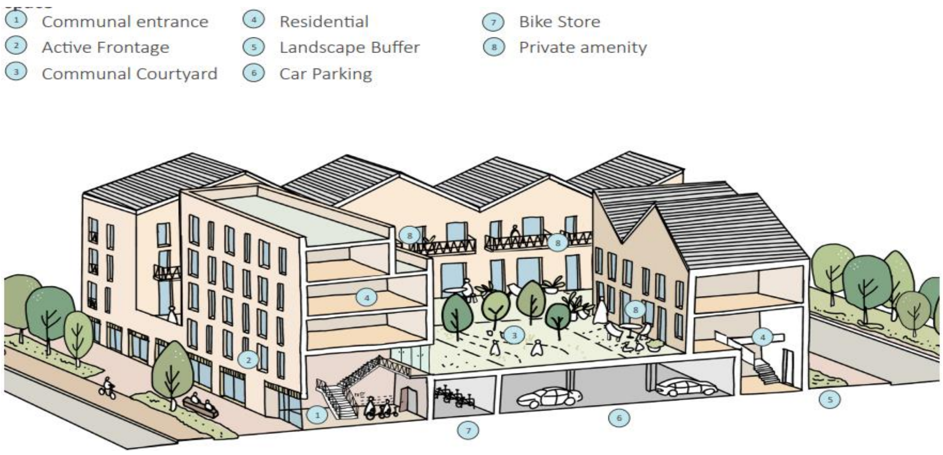
Neighbourhood Centre - Employment re Commercial, Leisure, Business & other uses -				
	Potential Use Class	**GEA (sqm)**	**GIA (sqm)**	**NIA (sqm)**
Commercial (incl retail, business uses, F&B etc)	Incl E(a), E(b), E(c)	3,300		2,602
Foodstore	E(a)	1,900		1,462
Creche	E(f)	1,100		846
Leisure Centre	E(d)	3,400	3,091	
Health Centre	E(e)	1,528		1,175
Innovation / Enterprise	E9c) & E(g) (i) & (ii)	4,900		3,769
Community	F2	634	576	
Hotel (80 Bed, Mid-Range))	C1	4,400		
Totals		**21,162**		

Source: Current – Homes England Masterplan

7.34 Discussions to date in respect of the Healthcare Centre are seeking provision of some 1,500 sq m of accommodation. The primary healthcare provision (currently understood to require some 800 sq m of floorspace) will meet the development's needs, and further floorspace will provide for other healthcare services previously provided within Crawley hospital.

7.35 The detailed design and delivery strategy for the Health Centre will be determined at Reserved Matters stage, and will need to be led in close discussion with the ICB, or such other future health organisation, in place at the time. In view of the physical configuration of the Neighbourhood Centre discussed above, it will again be necessary to provide the entire floorspace area for the Healthcare Centre up-front (as part of a mixed use, multi-storey facility), with the health centre being provided over two floors (ground and first – Figure 7-7).

Figure 7-7: Typical Mix of Uses within the Neighbourhood Centre



Source: Current – Homes England Masterplan

7.36 This could therefore provide some accommodation in advance of need (circa 700 sqm), that could again be available for a range of "temporary employment uses" over the initial phases of development (prior to opening up / developing Sites RV2&3). These "temporary use" opportunities will very much depend on the ability to fit-out units in a way which permits flexible occupation, and on the availability of a management resource, which can handle mixed use, short term tenancy arrangements. Further details on delivering such accommodation, is covered in the commentary on development Phasing, in Section 9.

The Innovation Centre (IC) – Site NC8

7.37 As set out earlier in this Strategy, the data analysis suggests that there is not a strong entrepreneurial/ SME culture in Crawley currently – with the incidence of SMEs in the business base being relatively low. There is a strong view however that the area (in particular Manor Royal and potentially West of Ifield), should look to nurture entrepreneurs/SMEs, and establish a different business culture.

7.38 Horsham District Council and Crawley Borough Council have also set out an innovation strategy in their Joint Paper Relating to Employment and Development of the West of Ifield site (June 2021) – which promotes developing the concept of an Innovation Centre, which should align with HDC's and CBC's economic and skills strategies, and should ensure that it is properly embedded in local thinking – e.g. coordinates with local universities, Chichester College Group and others (corporates / other businesses, especially high tech / pharmaceutical companies etc).

7.39 The Councils' strategies see addressing the skills gap as vital to enabling local people to access higher skilled employment, creating the right conditions for career opportunities within the borough. The area sees it as critically important that it offers the right skills profile to cater for the needs of current and future employers. Crawley Council's own research, estimates that some £49 million GVA per annum is lost through skills shortages, and working to address the skills gap will help ensure that the area continues to be a preferred location for business.

7.40 Similar strategies have been adopted elsewhere alongside new mixed use development, for example in Whitehill and Bordon (Hampshire) where a new base for up-and-coming entrepreneurs has been provided in the form of a central hub for businesses to grow and excel. The BASE Bordon Innovation Centre provides some 31 private workspaces / studios, as well as dedicated desks and co-working space, and proactive business support.

7.41 Another example is the Fareham Innovation Centre, developed as part of the redevelopment of HMS Daedalus, and offering office / workspace and workshop facilities for new businesses and close links with Fareham College. The Centre was fully occupied within a year of opening, and an extension of an additional 3400m2 of floor space, comprising 33 new offices / workspaces and five workshops has now been completed.

7.42 The proposal to establish a form of Innovation / Incubation and Enterprise Centre in the heart of West of Ifield, is therefore a key part of the Economic Development Strategy for the new community. Given the timing / phasing of the development over the next 5 to 10 years however, it is too early to be precise about the type and specification of accommodation to be provided, as the needs of entrepreneurs, start-ups and early stage, high growth businesses have been changing rapidly over the last 2 / 3 years, and further changes are highly likely over the next few years.

7.43 There will also be a number of significant changes in the local economic environment over this period, with –

- the range and role of key "corporates" on Manor Royal, changing rapidly, which is impacting on their supply chains, etc.
- the opening of the Crawley Innovation Centre on Manor Royal, where the type of occupational profiles achieved over the next few years, will influence the type of innovation space to be developed in the future
- the forthcoming opening of the new Institute of Technology in Crawley, which could well influence the demand for, and type of innovation space required in 1 / 2 years
- the changing / additional involvement of the higher education sector in the Crawley / Horsham area over this period
- general changes in the local / regional economy over this period, reflecting any post-Covid trends that are still "playing out" and the changing perspectives of major economic drivers, such as the expansion of operations at Gatwick Airport.

7.44 Despite these factors, it is still important to establish the principle of providing a highly creative environment to focus collaborative research and innovation for commercial purposes at West of Ifield, within the EEDS. It is expected, that this will ultimately be secured by Homes England as part of a specific development obligation, to be agreed with a specialist developer / operator, who will enter into a development agreement to fulfil the objectives set out below, for an IC. Homes England expects to work closely with the LAs and the developer, to ensure that all other key stakeholders are engaged with the process, at the time (Universities, Colleges, major corporates etc).

7.45 Possible uses within an Innovation Centre could include:

- innovation and incubation (including R&D),
- laboratories (in the widest sense),
- co-working space and
- teaching / institutional space

7.46 This has been supported by specific research with "hi-tech" companies over the last 3 / 4 years, which suggests some important themes:

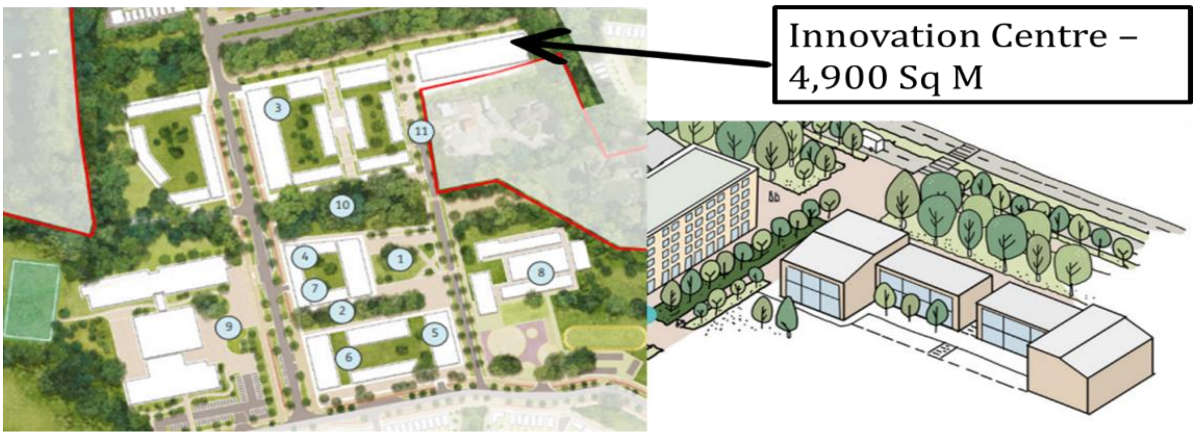
- an environment that encourages genuine networking is essential (a 'networked knowledge community') – something which is largely missing at present
- companies would widely welcome access to certain "specialist" equipment or facilities – either directly or via routes to access with third parties,

- access to business support, including financial and legal advice, accounting, exporting and international markets, access to finance, sales and marketing.
- a strong "university link" may be of benefit, particularly the chance for smaller businesses to access and gain technical knowledge through university collaborations or networking
- there is un-met demand for a wide range of workspace, including office, laboratory, collaboration and 'social' space, exhibition / demonstrator space
- specifically, there is a requirement for flexibility – both in lease terms and type / amount of floorspace required at any one time
- many companies have issues linked to workforce skills, which could be addressed within such a centre
- the scope for links with larger corporates on Manor Royal (or elsewhere) is also very attractive / important for some businesses

7.47 A specific site (NC8) within the Neighbourhood Centre has been earmarked for the IC, and initial designs indicate that it is capable of taking up to 4,900 sqm (GEA) of floorspace, accommodated over 3 / 4 floors, with dedicated car parking and developed in 2 phases (see Figure 7-8 below). This site also has a number of advantages, being located within the centre of the community, with access to shops, cafes and other services, as well as fronting the Crawley Western Multi-Modal Corridor. It is also close to the education campus, and within easy walking distance of the Sites RV2&3 employment zone.

7.48 Activities are expected to be largely "desk or bench based" and therefore the design of the accommodation should reflect this, although the distribution of services within the building AND the flexibility of floorspace to sub divide is important.

Figure 7-8: Proposed Innovation Centre Site



Source: Current – Homes England Masterplan

7.49 Although as stated above, a more detailed strategy for the establishment of the IC is too premature at this stage, Homes England acknowledge that this would need to be worked up some 12 to 24 months before development is likely to take place on a particular plot of land, and would also need to:

- reflect, updated socio economic conditions / performance, given the changing nature of the business environment over recent years
- reflect the development / performance of any other ICs or similar accommodation in the area, particularly the Crawley Innovation Centre at Manor Royal, OR any other proposed centres
- include close consultation with a number of key stakeholders, interested in collaborating with the IC, including local Universities, Crawley College, Manor Royal businesses etc.
- establish a development strategy, to fund and deliver the floorspace, alongside a longer term management, operational and governance structure, to ensure that the accommodation is well managed, and maintains the objectives, established by Homes England and the LA's
- identify any pre-lets.

7.50 A draft Framework for the future Innovation Strategy, is attached as Annex A.

8. Translating the Employment Generating Activities into Jobs

8.1 There are five main sources of employment generating activities on the proposed West of Ifield development. These are considered below.

Jobs linked to employment sites

8.2 In relation to the principal employment sites:

- appropriate **job densities** have been applied to the areas of potential business floorspace reflecting the different anticipated uses within the main employment zone (**Sites RV2&3)** and the Innovation Centre site (NC8)
- **appropriate densities have also been applied to** the mix of retail, commercial, food store, leisure and community uses within the **neighbourhood centre**
- this estimate also includes the potential **"temporary" employment uses** that can be accommodated within future healthcare and retail / leisure floorspace, to be constructed in Phase 1, but not used for these purposes until later years (say 5yrs plus)
- the calculation of potential job numbers has broadly been based on the HCA Employment Density Guide (3rd Edition) 2015, adjusted where necessary to take into account the evolution of some accommodation types over recent years.

Jobs linked to the Education Campus

8.3 Employment provision within the schools to be provided within the "**education campus"** has also been taken into account, reflecting the currently anticipated provision of a 3FE primary school and an 8FE secondary school (although the current understanding is that DfE is progressing an initial application for a 6-8FE secondary school).

8.4 The job estimates, take account of both the number of expected FTE teachers, as well as support staff (which for these purposes includes teaching assistants, administrative staff, auxiliary staff, technicians and other supporting staff roles). Recent trends have shown that there is a 50% : 50% ratio between teachers to support staff.

Jobs linked to a Healthcare Centre

8.5 Following the passing of the Health and Care Act in April 2022, Integrated Care Systems (ICS) now have the statutory responsibility (from 1 July 2022), for planning and funding health and care services in their respective areas.

8.6 The Sussex ICB has advised Homes England that the current development proposals would generate the need for an 800 sqm building (incl contingency), to accommodate:

- 12no. Consulting rooms including GP consulting, nurse consulting and treatment rooms.
- Training / meeting rooms
- Administration space
- Public areas (waiting rooms, WCs etc)
- Support space (IT, storage, staff welfare, refuse, utility)
- Pharmacy / Dispensary

8.7 The centre should have good access to Crawley town centre and Crawley Hospital, and diagnostic facilities, acute and maternity care. It should also achieve synergy with other health and wellbeing uses in the neighbourhood centre e.g. leisure and recreation space.

8.8 Further research / feasibility work is currently being undertaken on the precise nature / components of this facility, but in view of the above indications, a headline view has been taken on the number of FTE's to staff such services / facilities.

Jobs linked to construction

8.9 Construction jobs have been taken into account, given the quantum of development which will be undertaken over the next 15+ years, as part of this strategic development opportunity.

8.10 Two methods of calculating construction jobs have been utilised. First, Homes England estimates that between 4.1 – 4.5 FTE workers (for one year) are supported directly or indirectly as a result of the construction of a new house in England.

8.11 An indicative development profile for the initial West of Ifield scheme (3,000 units) has been taken, over a 13 year period, from 2027/28, and a "mid-point" FTE of 4.3 adopted, to produce an annual average for the purposes of job estimates, at this stage (992 average FTE over 13 years).

8.12 The second method utilises the estimated number of jobs created, per every £1m of construction spend. There is little recent commentary on such analysis, but work by One North East, Scottish Enterprise and the labour forecasting tool for the CITB (all around 2012), suggested that a range of 10 to 21 jobs per £1m contract expenditure, was a reasonable forecast of the impact of construction. The evidence quoted at the time, was mainly commercial and infrastructure projects, although it is reasonable to assume, that large, residential projects, would be at the upper end of this range.

8.13 Our calculations, have allowed for an element of building cost inflation in the meantime, and the full range of construction spend that would be anticipated at West of Ifield (housing, commercial and infrastructure) and this produces an annual average for the purposes of job estimates, at this stage of 910 (average FTE over 13 years). An average between these two figures of 951 has therefore been used in the overall job analysis.

8.14 Local Plan policies will also require all major development, including residential and employment uses, to contribute towards addressing the local skills gaps, helping to support the social mobility of residents and also meet the requirements to provide local access to a more highly skilled workforce. This will include the provision of employment and training initiatives on West of Ifield through commitment to an Employment and Skills Plan, to be agreed with the LA's This will be secured through the Section 106 Agreement and Homes England will ensure that the ultimate developers are responsible for delivering its requirements,

8.15 Developer contributions will also be sought to support the Authorities in the borough wide coordination of training and employment schemes supporting local people in gaining access to the job market. Contributions will again be agreed and secured through a S106 agreement.

Jobs associated with working from home

8.16 As noted earlier in this Strategy, during the pandemic, working from home became commonplace. Although there has been an increasing return to higher levels of workplace working, over recent years, it is generally accepted that working patterns are unlikely to fully return to those that existed pre-pandemic – and for jobs that are primarily desk / office based, some element of working from home, or working locally, is likely to remain a part of the mix.

8.17 West of Ifield will respond to this trend by ensuring that the design of new homes, makes an allowance where possible for the provision of space that will enable segregated use as a workplace / office, whether this is within the internal layout, or externally, as a separate "work pod". Homes England will also ensure that the provision of superfast / ultrafast broadband connections throughout the development, which will enable efficient and seamless working from the home environment.

8.18 The "Working from Home" strategy will be secured through all of the development agreements, which Homes England will conclude with developers across the site, and will be continually reviewed as both working practices and technology evolves over the development lifecycle of the scheme.

8.19 In terms of job estimates, we have developed a basis for calculating the number of FTE jobs that can be assumed from allowing / pursuing a Working from Home strategy at West of Ifield.

8.20 Undertaking these calculations, is also required, in order to provide some guidance as to likely car parking / traffic to be generation from the development as a whole – and in particular how traffic and parking numbers may be reduced if a larger proportion of the residents are working locally (in the employment floorspace being created as part of the scheme) and working from home on a consistent basis.

8.21 Our methodology to support the calculation of potential home workers, initially calculates the likely, economically active population which will be established as a result of the West of Ifield development. This is set out in Table 8-1 and results in a total of some 3,457 economically active.

Table 8-1: Estimating the Economically Active WoI Population

Overall WoI population analysis	
3000 homes	3,000
Average occupancy per home = 2.2	2.24
Total population for WoI	6,725
Population between say 16 & 64 - 65.47%	4,403
Economically active - within this population - 80%	3,522

Source: SQW Assumptions – ONS 2021 Census Base Data

8.22 The methodology, then considers the likely "occupational structure" for WoI – based on 2021 Census data for both Crawley and Horsham, and averages between the two districts in order to get one set of projections. The resulting distribution is then applied to the likely economically active population (above), to indicate a spread of employment numbers across these types of occupation.

8.23 A view has then been taken on which of these occupation types, would be likely to "permit" significant working from home in the medium to long term - and those which would not. For those likely to permit some degree of working from home, we have applied a further factor, to represent the level to which home working will be possible within a particular occupation type (e.g. some professional occupations are likely to be able to cope with a reasonable degree of home working, whereas leisure or skilled trade businesses are not).

8.24 An "FTE factor" has then been applied to this analysis - on the basis that going forward we are likely to see businesses in these types of occupation allowing their workforce to spend between 2 and 3 days per week – working from home. For the purposes of our calculations, we have adopted a figure of 2 days per week.

8.25 The results of the methodology set out above, is shown in **Error! Reference source not found.**. It can be seen that across the initial 3,000 home development, some 495 FTE jobs can be attributed to home working on an annual basis.

Table 8-2: Calculating the FTE of Home Working

Occupation Analysis (based on ONS data)	Crawley	Horsham	Average	Based on economically active at WoI	%'age likely to be able to work from home	Nos - likely to work from home	FTE - Assume work 2 days / wk at home on average
Managers, directors and senior officials	10.1	17.6	13.8	488	60%	293	117
Professional occupations	14.9	21.1	18.0	635	65%	413	165
Associate professional & technical occupations	12.3	15.9	14.1	497	45%	223	89
Admin and Secretarial occupations	9.8	9.5	9.6	340	40%	136	54
Skilled trades occupations	9.0	9.8	9.4	332	20%	66	27
Caring, leisure and other service occupations	11.6	8.8	10.2	359	10%	36	14
Sales & Customer Services	9.5	6.3	7.9	279	25%	70	28
Proces Plant & machine operatives	9.4	4.1	6.8	238	0%	0	0
Elementary occupations	13.3	6.9	10.1	355	0%	0	0
TOTALS				**3,522**		**1,237**	**495**

Source: SQW Assumptions – ONS Data

8.26 Finally, we have made an allowance for residents that will in any event be assumed to be in employment within the new business accommodation to be provided in West of Ifield and therefore "working very locally" and included in the jobs which have been allowed for within the newly created floorspace on site.

8.27 This allowance has been based on ONS data as at 2021 (Table 8-3), which shows that:

Table 8-3: Residents "Travelling Locally"

Crawley	**Residents**	**%'age Working Population**
Number of people travelling to work - less than 2 km	6667	19.85
Number of people travelling On Foot or by Bicycle	4713	10.96
Average of the above categories		**15.41**
Horsham		
Number of people travelling to work - less than 2 km	5713	17.54
Number of people travelling On Foot or by Bicycle	5176	12.11
Average of the above categories		**14.82**
OVERALL - ASSUME THAT 15% OF THOSE WORKING WITHIN THE WoI POPULATION - HAVE A VERY LOCAL JOB		

Source: ONS

8.28 It has therefore been assumed that a 15% allowance should be made for those residents already working "very locally", which reduces the balance of FTE employment attributed to Home Working to 420.

Overall Summary of Jobs to be Created by the West of Ifield Development

8.29 Reflecting all of the job opportunities at WoI, set out above, Table 8-4 demonstrates the overall employment potential for the site, which is based on the currently envisaged mix of accommodation types and floorspace for the Sites RV2&3 employment zone (Options 1 and 2; 26,408 sqm GEA) and the Neighbourhood Centre (commercial & community 16,262 sqm; Innovation Centre 4,900 sqm GEA).

8.30 Assuming that the "temporary uses" discussed earlier will be capable of being fitted-out, let and managed, this amounts to an estimated total of some 2,767 jobs, and represents the "maximum" number of jobs that it is considered, can be generated by this phase of development at West of Ifield.

Table 8-4: Overall Job Numbers for West of Ifield Project

Mix of Uses	Potential Use Classes	GEA (sqm)	TOTALS sqm (GEA)	GIA (sqm)	NIA (sqm)	Job Density (sqm pp)	Jobs
Neighbourhood Centre - Employment re Commercial, Leisure, Business & other uses -							
Commercial (incl retail, business uses, F&B etc)	Incl E(a), E(b), E(c)	3,382			2,602	15 to 20	149
Foodstore	E(a)	1,900			1,462	15 to 20	84
Creche	E(f)	1,100			846	30	28
Leisure Centre	E(d)	3,400		3,091		65	48
Health Centre	E(e)	1,528			1,175	30	39
Innovation / Enterprise	E(c) & E(g) (i) & (ii)	4,900			3,769	20	188
Community	F2	634		576		70	8
Hotel (80 Bed, Mid-Range))	C1	4,400				1 per 3 Beds	27
Totals		**21,244**	**21,244**	**3,667**	**9,854**		**570**

Mix of Uses	Potential Use Classes	GEA (sqm)	TOTALS sqm (GEA)	GIA (sqm)	NIA (sqm)	Job Density (sqm pp)	Jobs
River Valley Employment Zone							
Option 1							
Assume all General Business Users							
RV2 Plot 1 Workshop GFl; Offices Upper		3,000			2,300		66
RV2 Plot 2 Office / Co-Working Space (potentially residential above)	E(g)(i), (ii) & (iii)	2,600			2,000		57
RV2 Plot 3 Office Space (potentially residential above)		2,600	8,200		2,000		57
RV3 Plot 1 G Fl Workshops; Offices 1st Fl		3,250			2,500	25 to 45	71
RV3 Plot 2 Grow-On – Potential workshop GFl & Offices 1st Fl	E(g)(i), (ii) & (iii)	3,250			2,500		71
RV3 Plot 3 Flexible – assembly / prototyping G Fl; Offices on uppers		6,500			5,000		143
RV3 Plot 4 HQ / Offices / (Possibly HE & FE / Training)		5,200	18,200		4,000		114
Option 1 Totals		**26,400**	**26,400**	**0**	**20,300**		**580**
Option 2							
Assume Mix of Business, Industrial and Warehousing Uses							
RV2 Plot 1 Workshop GFl; Offices Upper		3,000			2,300		66
RV2 Plot 2 Office / Co-Working Space (potentially residential above)	E(g)(i), (ii) & (iii)	2,600			2,000	25 to 45	57
RV2 Plot 3 Office Space (G & 1st Fl - potentially residential above)		5,200			4,000		114
RV3 Plot 1 Workshop / studio / office space	E(g)(i), (ii) & (iii)	3,200	14,000		2,470		71
RV3 Plot 2 General Industrial	B2	3,200		2,909		35 to 40	78
RV3 Plot 3 Warehousing / Distribution		2,000	5,200	1,818			48
RV3 Plot 4 Warehousing / Distribution	B8	4,000				70	57
RV3 Plot 5 Warehousing / Distribution		3,200	7,200				46
Option 2 Totals		**26,400**	**26,400**	**4,727**	**10,770**		537
Other Employment Generating Uses / Categories							
Construction jobs (based on Construction Costs & FTE per house built pa averaged over 13 yrs)							951
Working from home assumptions							420
School / education campus assumptions							245
Total Other Employment -							**1,617**

OVERALL TOTALS - ALL EMPLOYMENT GENERATING USES -	GEA (sqm)	TOTALS sqm (GEA)	GIA (sqm)	NIA (sqm)		Jobs
Overall Total - Neighbourhood Centre with RV Option 1	**47,644**	**47,644**	**3,667**	**30,154**		**2,767**
Overall Total - Neighbourhood Centre with RV Option 2	**47,644**	**47,644**	**8,395**	**20,624**		**2,724**

Source: SQW Assumptions & Analysis

8.31 A summary comparison of the potential floorspace to be developed and the anticipated job numbers to be created, in the two options described above, is shown in **Error! Reference source not found.** below.

Table 8-5: Overall Summary of Options 1&2 - Floorspace / Job Numbers

SUMMARY OF KEY EMPLOYMENT OUTPUTS		
OPTION 1	**Areas Sq M (GEA)**	**Jobs**
Neighbourhood Centre - Employment re Commercial, Leisure, Business & other uses -	21,244	570
The "RV2&3" Sites - Main Employment Zone	26,400	580
Construction jobs		951
Working from home assumptions		420
School / education campus assumptions		245
OVERALL TOTALS	**47,644**	**2,767**
OPTION 2	**Areas Sq M (GEA)**	**Jobs**
Neighbourhood Centre - Employment re Commercial, Leisure, Business & other uses -	21,244	570
The "RV2&3" Sites - Main Employment Zone	26,400	537
Construction jobs		951
Working from home assumptions		420
School / education campus assumptions		245
OVERALL TOTALS	**47,644**	**2,724**

Source: SQW Assumptions & Analysis

9. Delivering the Employment Components of West of Ifield

9.1 Homes England is fully aware of the challenges of delivering varied and flexible employment floorspace, as set out earlier in this Strategy, to meet both the current needs of the area, and to create a sustainable and growth orientated infrastructure for the future residents of West of Ifield.

9.2 Although market sentiment identifies strong demand for all of the following – there are some significant challenges linked to viability, long term investment interest and deliverability of some of the smaller, new build accommodation within these categories:

- **small scale workshop and office / studio floorspace:** the developer market is limited, due to the cost: rental level imbalances, the risks of short term occupational tenures and poor covenant strength, the resulting impact on yield levels, AND the limited attractiveness of this asset class to long term investors. Without some form of subsidy, funding or guarantee support, it is often difficult to achieve viability
- **flexible, co-working space:** the risks of having to offer short term tenancy arrangements, high levels of occupier "churn", and the lack of covenant strength / status severely limits any interest from both willing developers and long term investors
- **innovation / incubation / enterprise space**: is generally thought to require higher specification / quality floorspace, with some level of specialist accommodation (laboratories etc) and services / facilities. This generates additional risks around higher construction / running costs, linked to tenant status, the need for short term / highly flexible tenancy agreements (allowing let areas to be varied significantly at short notice) and often the need to conform with specific "entry criteria"
- **flexible, general industrial, B2 units are thought to be in good demand at the present,** particularly if the specification meets current energy and sustainability criteria, there is flexibility in combining units to create larger floorspace, and the capability of installing mezzanine accommodation, to allow future expansion without the need to move location. Consequently, there is expected to be a reasonable investment interest in constructing such units, even on a speculative basis
- **warehousing and distribution accommodation (B8), is also seen to be very much in demand in the Crawley area at present,** and there is significant developer interest in bringing forward such developments, even where demolition of previous floorspace is required. Although it is expected that Gatwick Green in the medium term, will satisfy much of the larger floorspace requirements, it is still thought that some elements of B8 development at West of Ifield will be of interest to the investment market, particularly where the units can appeal to companies looking for local / "last mile" distribution facilities

9.3 Homes England is therefore suggesting an **employment accommodation strategy is agreed with the Local Authorities and embodied within planning approvals / Section 106 conditions, to** ensure the right type / scale of floorspace is delivered, e.g. -

- The Employment and Economic Development Strategy (EEDS) becomes an approved document within the OPP, with provisions for it to be regularly reviewed every [2] years and therefore a material consideration for all Reserved Matter applications
- The agreed employment Parameter Plans and the EEDS, include an indicative development schedule that sets out the agreed / preferred mix / range of floorspace that would be able to meet the objectives set out in the EEDS
- Delivery will be managed by regularly reviewing / agreeing this development schedule, which will both establish certain restrictions on types of user (for example placing "caps" on certain development), but also provide flexibility across different areas / plots within the site as to what uses are to be encouraged and where
- This schedule could also adopt the Sub-Use classes set out in the Use Class revisions in Sept 2020. An initial, indicative headline draft of this schedule is set out in Table 9-1 below. This will be reviewed every [2] years in accordance with the EEDS, to ensure that it reflects latest business needs and market conditions.

Table 9-1: Summary of Overall Floorspace (Options 1 & 2) – by "Sub" Use Class

(All areas - GEA's)	Option 1			Option 2		
Type of Floorspace - Use Class	Sites RV2&3	Innovation Centre	Neighbourhood Centre	Sites RV2&3	Innovation Centre	Neighbourhood Centre
Class B2				5,200		
Class B8				7,200		
Class C			4,400			4,400
Class E (except E(g))			11,310			11,310
Class E(c) & E(g) (i) & (ii)		4,900			4,900	
Class E(g)	26,400			14,000		
Class F			634			634
Totals	**26,400**	**4,900**	**16,344**	**26,400**	**4,900**	**16,344**
Oversall Option Totals			**47,644**			**47,644**

Source: SQW Analysis

9.4 The above approach, will be linked to Homes England's procurement strategy for the delivery of the employment generating aspects of WoI, all of which will be secured through third parties, including:

- Private sector developers, with a specialism in delivering the commercial aspects of the EEDS
- Housebuilders, who are required to deliver specific aspects of the EEDS as part of a wider residential development opportunity (including Section 106 obligations e.g. community and leisure uses etc AND potentially retail uses)
- Potential business owner occupiers, delivering a specific building for their own purposes

- A potential consortium of institutions / corporates – to deliver specific aspects of the business floorspace (in particular the innovation / incubation / enterprise centre)
- Foodstore operators, interested in delivering the foodstore proposed within the Neighbourhood Centre, potentially with some associated retail uses
- Specialist operators, identified to deliver and operate specific facilities (education establishments, healthcare facility)

9.5 Homes England's methodology to ensure that the component parts of the EEDS are delivered, to specification and to the agreed programme, will encompass -

- Working with the local authorities and other stakeholders, to ensure that the EEDS reflects the then current economic and market conditions, the position with regard to **competing / complementary development projects** in the area (and in the pipeline), and the needs of businesses in the area
- The development of a **Marketing Strategy** (the framework for such a strategy is set out in Annex B) to be linked to the EEDS, and to provide an action plan and programme of activities, in order to promote the agreed Schedule (referred to above) and secure development on site
- The development of a Local Employment Strategy, to ensure that local people are able to participate fully in employment opportunities linked to West of Ifield, both during its construction and as employment provision comes forward. The framework for such a Strategy is set out in Annex C
- The drawing up of **Specific Briefs for the development of** key sites / plots, setting out the type and scale of floorspace required – both in terms of proposed uses and the quality / sustainability levels of construction – and where appropriate (for commercial / business premises) the type of occupiers / programming of occupation, to ultimately deliver the objectives of the EEDS
- A broad consideration of all proposals submitted for the range of employment generating development, which will take a balanced view on the levels of land value / returns to be generated, the quality of the completed development, delivery timescales, ongoing management and operating arrangements, and overall development viability
- **The linking of some employment provision to other development opportunities** – to enable an element of cross-subsidy between a wider mix of uses. This will in certain cases help to ensure that the floorspace is actually delivered, being linked to a specific development condition, and a credible means of ensuring the floorspace is occupied and managed, OR disposed to a suitable long term investor
- In some cases, provisions within a development Brief, to require the completed units to be passed back to Homes England (or another public entity) to find the right long term investor / operator, to fit with the overall strategy

- Alternatively, the completed development could potentially pass back to the agreed, long term "stewardship" arrangement for managing the site (e.g. a Management Trust, representing all long term occupiers)
- Relationships may also, where appropriate and viable, be established with –
  - specialist / local flexible workspace providers, with an interest in long term economic growth within the area and the potential for a future, robust investment return
  - other institutions (universities and colleges) / corporates, interested in linking development opportunities with their activities and enabling sponsorship or joint funding models.

The Phasing of Employment Floorspace, over the Project's Development Period

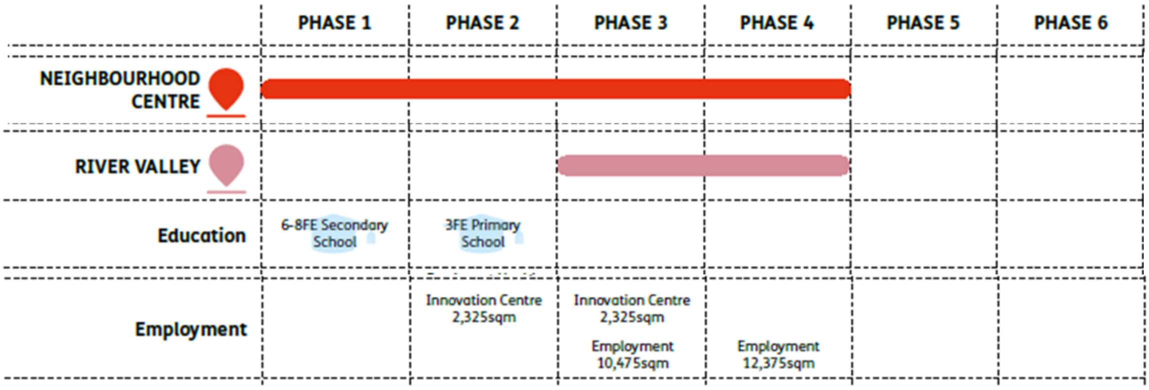
9.6 The phased development of employment floorspace, will depend on a number of factors, influencing the broader development programme, such as the installation of key infrastructure, particularly access and utility infrastructure associated with the construction of the proposed Crawley Western Multi-Modal Corridor, which will need to be in place before the main employment Sites RV2&3, can be progressed.

9.7 Currently, proposals envisage the schools and the Neighbourhood Centre, being amongst the first phases of construction, which means that the initial phase of the Innovation Centre will be constructed as part of Phase 2, which will provide an early mix of flexible, accommodation, for a range of business types.

9.8 An indicative, draft programme is included as Figure 9-1 which shows the main areas to accommodate employment uses (River Valley and the Neighbourhood Centre). Delivery timescales for the schools, the commercial / community aspects of the Neighbourhood Centre and the Employment components, are also shown.

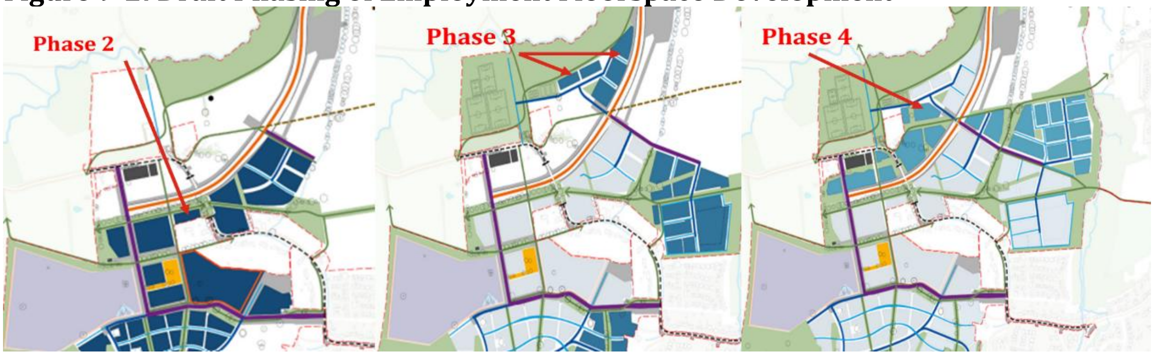
9.9 Figure 9-2 also shows the indicative programme in plan format, with the Innovation Centre (Phase 1) being completed as part of Phase 2; the first phase of the main employment zone (Sites RV2&3) commencing in Phase 3 (with the Crawley Western Multi-Modal Corridor sufficiently advanced by that stage to allow access) and Phase 2 of the Innovation Centre; and the balance of the employment floorspace, being undertaken in Phase 4.

Figure 9-1: Draft Project Programme – Key Phases of Development



Source: Home England Latest Masterplan

Figure 9-2: Draft Phasing of Employment Floorspace Development



Source: Homes England Latest Masterplan

9.10 Although it is very early days, the development programme above, has been used as the basis for considering the bringing forward and uptake of floorspace (Table 9-2), in order to provide an understanding of the quantum and type of floorspace that can be made available to the market, and when. As previously stated, this should only be used for indicative purposes at this stage.

Table 9-2: Indicative Take-Up of Employment Generating Floorspace (Sites RV2&3 & Neighbourhood Centre)

OPTION 1 (All areas GEA's)	Totals	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	Yr 12
Plot NC8 - Innovation Centre - E(c) & E(g) (i) & (ii)	4,900	750	1,200	1,250	1,200	500							
Plot RV3 - Use Classes - E(g)(i), (ii) & (iii)	18,200				2,000	3,000	3,000	3,000	2,000	3,000	2,200		
Plot RV2 - Use Classes - E(g)(i), (ii) & (iii)	8,200									2,000	3,000	2,000	1,200
Totals - Option 1	**31,300**	**750**	**1,200**	**1,250**	**3,200**	**3,500**	**3,000**	**3,000**	**2,000**	**5,000**	**5,200**	**2,000**	**1,200**
OPTION 2 (All areas GEA's)													
Plot NC8 - Innovation Centre - E(c) & E(g) (i) & (ii)	4,900	750	1,200	1,250	1,200	500							
Plot RV3 - Use Classes - E(g)(i), (ii) & (iii)	3,200				1,500	1,700							
Plot RV3 - Use Classes - B2	5,200				1,300	1,300	1,300	1,300					
Plot RV3 - Use Classes - B8	7,200				3,600		3,600						
Plot RV2 - Use Classes - E(g)(i), (ii) & (iii)	10,800							2,500	3,000	2,000	2,000	1,300	
Totals - Option 2	**31,300**	**750**	**1,200**	**1,250**	**7,600**	**3,500**	**4,900**	**3,800**	**3,000**	**2,000**	**2,000**	**1,300**	**0**

Source: SQW Analysis

10. Monitoring & Evaluation

10.1 Homes England will establish a monitoring and evaluation plan for the EEDS, which will be put into place once planning approval has been granted and the project moves towards delivery. This will initiate and manage the collection of relevant data / information, which will be shared with the Local Authorities on a regular, annual basis.

10.2 The Monitoring and Evaluation programme, will be designed in order to ensure that the EEDS' key objectives, inputs, outputs, and outcomes are delivered and maintained over time.

10.3 In order to achieve this, the programme will in particular consider –

- design and planning processes – to ensure the agreed type and scale of development is established within development Briefs / requirements
- development marketing and procurement – to ensure it takes into account the key principles set out in the agreed strategies
- development construction – to ensure that the agreed employment floorspace is delivered to time and expected specification etc
- longer term operations – to ensure that the employment provision is maintained over time and ultimately delivers the desired outcomes and impacts in terms of jobs, businesses created and supported and the resultant economic impact (GVA / increased productivity / development of collaborations between business, academia and the WoI community).

Annex A: Innovation Strategy: Framework

A.1 The development of an Innovation Strategy, to provide a framework within which an "Innovation Centre" (IC) can be articulated and promoted by Homes England as a development opportunity, will need to be undertaken at an appropriate time within the development cycle of the West of Ifield project. Currently, the IC is part of the Neighbourhood Centre, which it is envisaged, will be developed as one of the first phases, alongside the schools and the first phase of residential development. It is currently envisaged that the IC will be included in Phase 2 – which could be developed around 2028/9.

A.2 Given the range of economic shocks which have occurred over the last few years, and the changes in the micro and macro-economic conditions in the area, it is proposed that the Innovation Strategy should not be prepared in detail, until the timing of Phase 2 is known. The aim at that time would be to complete the process approximately nine to twelve months ahead of the development opportunity being offered to the market.

A.3 The following Framework is however provided at this stage, to set out a template for the Innovation Strategy document. The Strategy should include the following Sections:

Socio Economic Position and Future Trends / Prospects

A.4 An assessment of the socio-economic conditions of the Crawley / Horsham area, at the time the Strategy is prepared – particularly looking at:

- How the sub region has been performing in terms of economic growth, business performance, the nature and strength of local employment etc – and particularly how innovation / innovative businesses are reflected in these trends etc
- The status of Manor Royal in particular, in terms of the nature and scale of occupiers (particularly those involved in innovation), opportunities to support businesses through supply chains / partnerships / R&D, any specific challenges that need to be addressed (skills gaps, particular types of accommodation / facilities),
- A similar exercise is to be undertaken for the Town Centres and N of Horsham (assuming that business based development has progressed)
- The LAs' current economic development and employment / business growth strategies and policies
- In the light of the above - future economic trends and prospects
- The priority issues and challenges for the area, looking forward
- A distillation of all of the above – to identify the key economic factors to which WoI can contribute / should be addressing within its Innovation Strategy

Property Market – Supply and Demand

- A consideration of the proposed IC in terms of the then current property market context – supply and demand perspectives.
- Demand should be assessed in terms of recent uptake in the market, evidence of demand that cannot be satisfied, discussions with intermediaries in the market (local economic development offices, LA property departments, local agents and investment companies, other developers etc)
- The Supply Side of the market will also need to be researched carefully, to understand what accommodation of a similar nature is operating at the time, the performance of those centres (including their strategic objectives etc), any available floorspace and to which segments of the market this is targeted
- In addition to the above, there will also need to be a consideration of any proposals which are in the "planning pipeline" or at an advanced stage of preparation / design

Local Stakeholder Consultations

- A number of targeted discussions with relevant individuals / organisations, to get their "take" on the priority needs / opportunities that an Innovation Centre should support / pursue (locally / sub regionally), any known enquiries / potential occupiers, views on current market etc. Discussions should also identify any interest they have in working with / being associated with the IC
- The stakeholders should include:
  - LA officers, Manor Royal promoters etc
  - Significant "technology based corporates" (both large and SME's) on Manor Royal or elsewhere in the area,
  - The local college and universities (Chichester, Brighton and Sussex)
  - The Institute of Technology (which becomes operational in 2025)

Distilling the Evidence – into an Innovation Strategy

A.5 The results of the above research / consultations should be drawn into a proposed strategy for pursuing the development of an Innovation Centre, which should include:

- an articulation of the over-arching objectives for the Centre – the type / sector of occupiers to be targeted
- the proposed Innovation Centre "offer", including:
  - the type of accommodation required (specification, size, services and facilities)

  - the overall scale and configuration of the Centre
- a high level assessment of the long term viability of the Centre (from a development and operational / management perspective) – and an initial assessment as to whether delivering the scheme's objectives – are likely to require support / subsidy (initially and in the medium term)
- options as to how the IC can be delivered (standalone development, part of a wider residential / commercial scheme, JV etc), including the identification of potential partners etc
- the longer term ownership / governance options to ensure that the IC is delivered – and maintained / run successfully in the long term
- the operational / management requirements to deliver the objectives and options for securing this (including the options for involving Stakeholders in the management arrangements)
- a marketing strategy, to set out the process in identifying a suitable developer, investor and long term owner / manager for the Centre (including actions and timings)
- a risk analysis of progressing / delivering the IC.

Next Steps

A.6 The strategy will set out the next steps in order to progress the procurement of the IC – marketing the opportunity, identifying a developer, securing funding / an investor, identifying the long term owner and operator of the Centre and its support facilities.

A.7 The final Innovation Strategy will also be agreed with the Local Authorities.

Annex B: Marketing Strategy: Framework

B.1 The Marketing Strategy for the proposed, core Employment accommodation within the West of Ifield development, will need to consider two perspectives:

- general marketing of West of Ifield as a credible / attractive employment location and the different types of employment floorspace that will be developed and available on the site
- marketing of the specific development and investment opportunities at WoI, in order to identify organisations / potential partners, that would be interested in:
  - delivering the floorspace as a development opportunity,
  - delivering the floorspace and retaining as a long term investment asset
  - investing in any completed development asset, as a long term asset

B.2 Marketing will need to be undertaken in parallel with the wider development of WoI, and this Strategy will therefore need to be drawn up in advance of the development of the main Employment Zone (Sites RV2&3). Our proposition is that this exercise would be undertaken some 9 to 12 months in advance of the first phase of development on Sites RV2&3 being released.

B.3 This Framework is therefore provided as a template for the work which will need to be undertaken at that time, and the Strategy document to be produced

General Marketing of the WoI Employment Offer

Informing the Offer

B.4 The marketing strategy will need to compile some key information that will establish the objectives behind / characteristics of the employment offer at WoI and the nature of the opportunities to be promoted. This will include:

- An assessment of the socio economic conditions in the Crawley / Horsham area, at the time the Strategy is prepared – e.g. economic growth, business performance and sector strengths, the nature of local employment, business needs etc
- A review of the property market, including:
  - Demand - recent uptake (particularly at Manor Royal and North of Horsham), evidence of demand that cannot be satisfied, views of LA's, local agents and developers)
  - Supply - accommodation currently available (type, size & financial terms),
  - Any proposals in the "planning pipeline" or at an advanced stage of preparation / design

- Some key local consultations to understand what types of floorspace are required and to identify the "gaps" (LA's, Business Representative Bodies, Agents, Manor Royal BID etc)

Preparing a Marketing Prospectus

B.5 The conclusions from the above, will be distilled into a definition of the type/ specification / quantum of floorspace to be provided across the WoI employment zone – and identify the target occupier markets (types of businesses / sectors etc). This information will be compiled into a Marketing Prospectus, which will also need to:

- Articulate the likely development phasing of such accommodation, and how the later phases, can build on the initial phases – including a consideration of companies emerging from the proposed Innovation Centre (e.g. grow-on floorspace / larger mixed use accommodation etc)
- Demonstrate how the above proposals – fit best within the employment zone, by preparing a number of site layout options to accommodate the mix of floorspace required and examine how individual development plots can provide opportunities for a range of different uses - within the context of wider progress at WoI (other uses / infrastructure provision etc)
- Run high level viability appraisals for the accommodation identified, to test the feasibility of delivery and requirements for subsidies etc
- Soft market test the proposals with potential developers, investors, agents (and potential occupiers where identified)
- Review the potential delivery arrangement options for the different accommodation types, and the target developers / investors for each
- Assess the likely outputs to be achieved from the completed developments and in particular how that relates to the "target" job numbers (1:1)

B.6 The final **Marketing Prospectus** – will clearly set out and promote the well evidenced WoI Offer – and highlight the opportunities which will be marketed widely to attract both developers / investors and potential occupiers (to let / owner occupy)

B.7 The final Prospectus will be agreed with the Local Authorities

Marketing the Specific Development Opportunities

B.8 Given the breadth of potential employment floorspace which could be developed on the WoI project, it will be necessary to consider a range of specific, phased marketing programmes (on a site by site basis), that can address a number of potential developers, long term investors or owner occupiers (as the envisaged development dictates).

B.9 This exercise will involve:

- Preparing individual Development Briefs to be marketed in line with the overall WoI development programme and market conditions (possibly on a plot by plot basis or a combination of two plots)
- Promoting Development Briefs via the Homes England Delivery Partner DPS (or equivalent) – normally where part of a wider, residential phase, or the specific building is a mix of residential / employment space
- Procuring in the market place more generally, where demand suggests that an owner occupier / inward investor, is interested in securing a foothold on WoI direct
- Assessing bids / proposals received in all cases and considering how they meet the general objectives of the EEDS and meet the specific requirements of each individual Brief

B.10 Homes England will ensure that the Local Authorities are informed of the development proposals which it is going to accept on each site.

B.11 The Marketing Strategies will need to be kept under review on a regular basis, as it is expected that employment generating developments are likely to be spread over a number of years (potentially up to 10 years).

Annex C: Local Employment Strategy: Framework

C.1 A Local Employment Strategy will be developed for West of Ifield. Its purpose will be to ensure that local people are able to participate fully in employment opportunities linked to West of Ifield, both during its construction and as employment provision comes forward. Specifically, the measures contained within the Local Employment Strategy will seek to mitigate the impacts of development, principally by ensuring that local people can easily access job opportunities arising from West of Ifield.

C.2 The context for this is a complex local labour market. Crawley (particularly through Manor Royal) has high value jobs, but many of these are filled by people who commute into the area to work. By contrast, Crawley residents are more likely to be working in low pay employment and the skills and qualifications profile locally is in need of improvement and investment. West of Ifield needs to contribute to achieving associated labour market outcomes.

C.3 Effectively therefore, there will be two strategic statements – one of which can be developed reasonably quickly while the second needs to be a longer term venture. Their probable scope is summarised in the remainder of this Annex.

Local employment strategy linked to the construction phase

C.4 The precise scope of the construction phase strategy will need to be developed and discussed with partners, notably the local authorities. It may not be possible to advance all of the measures below, and there will be a need to agree priorities.

Local labour, supply chain and procurement

C.5 Potentially, we would like to see:

- the inclusion of local employment and training clauses (including use of local apprenticeships and traineeships) in procurement contracts
- steps to maximise local procurement through ensuring main and sub-contractors source locally where practical
- a commitment to "meet the buyer" events aimed at supporting local supply chain opportunities
- support for – and encouragement of – social enterprises within the supply chain

Engaging with schools and other education providers

C.6 Potentially we would like to see:

- active support for careers events during the course of the development
- a commitment to working with local schools to build awareness of the range of skills and careers available in the construction industry
- the provision of site tours which are made available to schools; these will create links between West of Ifield and the wider area and they should also provide greater awareness of the construction process.

Support for young people and apprenticeships

C.7 Potentially we would like to see:

- a strong commitment to the use of local apprentices across the supply chain
- active measures to support training and work experience for young people .

Achieving inclusive growth

C.8 We would like to see measures to increase labour market inclusion locally. These should focus on those some way from the labour market who could potentially return to work. This could be in the form of a package of support (perhaps with pre-employment training; some work experience; and then a guaranteed job interview). In designing approaches of this nature, it will be important to draw on best practice nationally.

Longer term local employment strategy for West of Ifield

C.9 Many of the measures that are appropriate at the construction phase should be rolled forward over the longer term.

C.10 In addition, there will be a need to engage employers located at West of Ifield and build a shared sense of commitment to local employment and employability. This could be animated through a partnership group – perhaps with a link to the Manor Royal BID (and key businesses within it).

C.11 The longer term local employment strategy will be needed some way into the future and it will need to evolve to reflect the interests and specialisms of businesses which are born in West of Ifield and/or relocate there. It should include a general commitment both to recruit people and source goods and services locally – both of which will have important local impacts.

C.12 In addition, there should be active encouragement in relation to:

- apprenticeships – particularly insofar as they can present good opportunities to young people locally and they can also involve working with local FE Colleges
- employment / training initiatives for all ages, including work experience opportunities

- traineeships for younger people, including those who are not in employment, education or training (NEETS)
- support for local skills and training events
- the development of relationships with local schools – both those on West of Ifield and those in the wider area.

Monitoring and evaluation

C.13 In delivery, the Local Employment Strategy for West of Ifield will need to be regularly monitored and evaluated. It will be a 'live' process and one that will need to be appropriately supported and resourced. Lessons on 'what works' – both from West of Ifield and similar schemes elsewhere – will need to be taken on board as the delivery process rolls forward.

C.14 One way, may be to form a steering group – drawn from the local authorities, schools, local colleges and Homes England's development partners, in order to oversee the strategy's implementation.

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