

## COAST TO CAPITAL LOCAL GROWTH FUND OUTLINE BUSINESS CASE

<b>Project Title:</b>	Three Bridges – Haslett Avenue , Crawley
<b>Lead delivery organisation:</b>	West Sussex County Council
<b>Lead contact name:</b>	Duncan Barratt
<b>Version No:</b>	Version 3
<b>Issue Date:</b>	December 2016 (updated and re-issued April 2017 following LEP Investment Committee; August 2017 following completion of funding agreement)

This document provides a template for an Outline Business Case (OBC) in support of Coast to Capital's investment in a project to be funded through the Local Growth Fund.

The main purpose of the OBC is to put forward the case for change and the preferred way forward identified in an internal Strategic Outline Case (SOC); which establishes the option which optimises value for money; outlines the deal and assesses affordability; and demonstrates that the proposed scheme is deliverable.

In practice, you will find this entails updating the strategic case; undertaking investment appraisal within the economic case; and completing the commercial, financial and management cases, with supporting benefits and risk registers.

Please note that this template is for guidance purposes only and should be completed in accordance with any guidance issued by Coast to Capital and the guidelines laid down in HM Treasury's Green Book which can be found at

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/220541/green\\_book\\_complete.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/220541/green_book_complete.pdf)

The OBC should cover the 5 cases – the Strategic case, the Economic case, the Commercial case, the Financial case and the Management case.

The amount of work and detail put in to a Business Case should be proportionate to the scale of the project or programme, and the expenditure involved.

### Coast to Capital Disclaimer

There shall be no expectation of grant payment unless and until a funding agreement is signed by both parties. All the Applicant's costs and charges incurred as a result of making this outline application shall be for the Applicant's account and cannot be claimed as part of the project except where feasibility funding has been prior awarded.

# 1. Executive Summary

## 1.2) Overview of the project including what opportunity or barrier the investment will unlock:

Crawley offers a significant opportunity for growth. The Local Plan identifies the need for 58ha of new employment space. Strategic development sites at Kilnwood Vale and Forge Wood are progressing to deliver over 4,000 new homes. A Town Centre regeneration programme has identified scope to secure in excess of 1,650 additional homes, employment space supporting 2,100 jobs and an enhanced retail and leisure offer. Gatwick Airport, within the Borough, continues to grow to a throughput of around 45mppa. Manor Royal is home to over 500 businesses and 30,000 employees with scope, through intensification, to support up to 9,000 additional jobs.

Infrastructure improvements, particularly transport improvements, are critical if the full growth opportunity is to be realised. Crawley already supports a high level of net in commuting, in excess of 24,000, with trends showing this increasing significantly over the last 10 years. Without key capacity improvements and support for sustainable modes that provide travel choice to residents and employees and free up vital capacity on the roads the rate and scale of growth will be constrained. This is recognised in the LEP's Strategic Economic Plan and resulted in an allocation of £18.29m of Local Growth fund to support a sustainable transport package in Crawley.

The total LGF allocation was split in to two phases - £3.66m for phase 1 and £14.63m for phase 2 (with a 2019/20 & 2020/21 spend profile). The phase 1 allocation spending profile identified spend in 2015/16 (£2.79m) and 2016/17 (£0.87m). £1.5m of the £2.79m was re-allocated to support the progression of the Queens Square improvements in Crawley. The remainder of the £2.79m has been recovered by the LEP for reallocation. The 2016/17 £0.87m remained allocated to the Crawley Transport Package. WSCC and CBC wrote jointly to the LEP in the August 2016 to request that this element be combined with the phase 2 allocation for spend in future years.

The Crawley Growth Board established a Delivery Team earlier this year to support the progression of growth initiatives in Crawley. The Delivery Team have considered a range of options for the allocation of the £0.87m (and reallocation of the recovered phase 1 funds) and have discussed these options with the LEP. The outcome of these discussions and the proposals identified in this business case were discussed with the Crawley Growth Board on 17<sup>th</sup> November 2016. This business case considers the allocation of the phase 1 funds, in part, to Haslett Avenue Signal improvements. This business case compliments a further business case for Real Time Passenger Information improvements also being presented at this point to the LEP.

The LEP confirmed on 21<sup>st</sup> February that funding was approved, subject to match funding criteria being met, to support the Haslett Avenue Signals proposals identified in this business case and the proposals presented in the RTPi improvements business case. This revised updated business case confirms the match funding proposals and that the 15% match funding requirement is achieved. This revision also confirms that the schemes will now be delivered in their entirety in 2017/18.

The total LGF allocation through the approval of the two business cases is £1.587m.

A business case is also being developed to support the allocation of the Phase 2 allocation LGF (which remains at £14.6m) with a spend profile, identified by the LEP, in 2019/20 and 2020/21 – this Phase 2 business case will focus on town centre regeneration, Manor Royal, key interchanges at Gatwick and Three Bridges and connectivity between each of these locations.

The proposal presented in this Phase 1 business case will be complimentary to the priorities identified in the wider Phase 2 business case. This Phase 1 business case focuses on enhancing the corridor between Three Bridges Station and the Town Centre. The investment proposed in this business case will be a critical element of the wider Crawley Transport Package delivered through LGF and significant match funding to stimulate economic growth and create a better, more integrated transport system that will increase modal choice by improving public transport and will also provide sustainable mobility for all.

The proposals will improve accessibility and circulation through enhancing the road and bus network, integrating the rail station with the main shopping area and making getting around the town more efficient, attractive and desirable. In addition improved links between Crawley town and Manor Royal Business District by more

sustainable forms of transport will be created along with improved junction capacity and access from Three Bridges station to support growth in Crawley. The proposals will complement the, £2m, Three Bridges Junctions scheme, to be funded by CBC and S106 contributions.

The Three Bridges, Haslett Avenue Junction Scheme Option 3 would be the preferred option. This scheme is for the refurbishment and upgrade of traffic control systems at seven junctions between the Paymaster Generals Roundabout and Worth Road along the Haslett Avenue East alongside Three Bridges Station. The control systems will be upgraded to MOVA to enhance junction capacity and physical works will also be carried out to improve cycling access.

15% match funding will be provided through the allocation of £121k from the WSCC signals budget allocation for 2017/18.

Table 1.0 below details the funding and procurement timescales for the scheme.

**Table 1.0**

Description:	Base Cost (£)	Optimum Bias	Total (£)	Procurement prior to March 2017 (including OB) for 2016/17 funding (£)	Outstanding amount for 2017/18 funding (£)
Preferred Option 3	646,000	25%	808,000		808,000

**1.3) Please choose the theme in which the LGF funding will invest in directly (please choose only one main theme of relevance)**

Infrastructure ☒

Housing and Regeneration ☐

Skills and workforce ☐

Business and Enterprise ☐

#### **1.4) The fit with the Strategic Economic Plan and Devolution Deals**

The Crawley Area Transport Package is identified in the Coast to Capital Strategic Economic Plan (C2C SEP) as key to implementing transport improvements to support the economic development of Three Bridges and Manor Royal, Crawley Town Centre and wider Crawley Borough. Funds have been allocated for the Package through C2C Growth deal with central government.

The Three Bridges Junctions scheme supports the five transport objectives identified in the C2C SEP;

- Connectivity - measured through accessibility,
- Reliability – measured through journey time savings,
- Capacity – measured through journey time savings,
- journey quality and
- Resilience.

In addition to supporting the five transport objectives, the scheme also supports the generation of employment and Gross Value Added (GVA) leading to economic growth in the Three Bridges, MRBD, Crawley Town Centre and wider Crawley Borough. Supporting the objectives to increase net private sector jobs; and increase GVA to reduce the gap with the South East. They also aim to deliver the SEP's transport priorities by improving journey time reliability and connectivity to jobs, housing and employment floor space.

**1.5) Expected Total Project Cost and source of funding. Please also complete the funding breakdown tab on the supporting spreadsheet.**

	Amount	% of Total Cost
<b>Total Project Cost</b>	<b>£808,000</b>	100%
<b>Applicant own funds</b>	<b>£121,000</b>	<b>15%</b>
<b>Other public funds</b>		
<b>Private sector funds</b>		
<b>Funding requested from Coast to Capital LEP</b>	<b>£687,000</b>	<b>85%</b>

**1.6) Expected tangible core outputs/outcomes: Please also complete the outputs tab of the supporting spreadsheet**

Output/outcome	Metric	Number to be delivered
Employment- created and/or safeguarded	No.	12 temporary
Businesses assisted- financial and non- financial	No.	
Skills- new learners and/or apprentices	No.	
New housing unit completions	Units	
New floor space constructed/refurbished- learning	Sq mtr	
New floor space constructed/Refurbished- Commercial	Sq mtr	
Length of new roads/cycle ways	km	
Improvement to journey times	Minutes per mile	<b>13-30% reduction</b>
Carbon reduction	Tonnes of CO2	

Crawley offers a significant opportunity for growth. The Local Plan identifies the need for 58ha of new employment space. Strategic development sites at Kilnwood Vale and Forge Wood are progressing to deliver over 4,000 new homes. A Town Centre regeneration programme has identified scope to secure in excess of 1,650 additional homes, employment space supporting 2,100 jobs and an enhanced retail and leisure offer. Gatwick Airport, within the Borough, continues to grow to a throughput of around 45mppa. Manor Royal is home to over 500 businesses and 30,000 employees with scope, through intensification, to support up to 9,000 additional jobs.

The Three Bridges, Haslett Avenue Signal Scheme scheme supports the C2C priorities around investing where growth will concentrate, creating and backing business growth, delivering infrastructure and housing. The investment will support wider growth proposals identified in the Crawley Local Plan that identifies the need / potential to accommodate over 5,000 additional homes and 8,000 additional jobs.

The proposal helps to address priorities identified in the Manor Royal Business District Transport Report, commissioned by the Manor Royal BID and completed in November. Manor Royal is home to over 500 businesses and 30,000 employees. The report identifies, following extensive engagement with businesses and employees on Manor Royal, that 36% of car users accessing Manor Royal would consider changing mode to bus and / or rail with a further 23% prepared to shift to walking or cycling if the right facilities and services were in place. Supporting the modal shifts identified will enable additional, high value, employment within Manor Royal to be accommodated.

This is a first phase of investment. Key outcomes will be achieved through the delivery of these proposals and those identified in the phase 2 business case to be submitted shortly. Therefore these proposals will contribute to a wider package of measures that will support additional jobs in Crawley.

**1.7) Main risks and issues the project will need to manage? A full risk register will also need to be submitted as an annex.**

## **DOCUMENT STATUS**

### **REVISION HISTORY**

Revision Date	Version No.	Summary of changes	Author/editor
1 <sup>st</sup> March 2017	2	Updated to reflect discussion at LEP Investment Committee (6 <sup>th</sup> Feb) and comments from Accountable Body and WYG.	Duncan Barratt
August 2017	3	Updated to reflect funding agreement	Duncan Barratt

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### **DISTRIBUTION LIST**


## **2. The Strategic Case**

**2.1) Describe the compelling case for change. Detail the problem or opportunity the project is intended to address, in terms of market failure or demand and the contribution the project will make to the delivery of the Coast to Capital Strategic Economic Plan and any other relevant plans and strategies. Why public funding is required?**

The Crawley Area Transport Package (which the Three Bridges Junctions Scheme forms part of) is identified in C2C SEP as key to implementing transport improvements to support the economic development of Three Bridges and Manor Royal, Crawley Town Centre and wider Crawley Borough. Funds have been allocated for the Package through the C2C Growth Deal with Central Government. The scheme supports the five transport objectives identified in the C2C SEP (detailed in section 1.4); in addition it will support the overall C2C SEP objectives of employment and economic growth. The scheme has hybrid benefits cross cutting across the themes of connectivity, reliability, capacity, journey quality and resilience.

Crawley offers a significant opportunity for growth. The Local Plan identifies the need for 58ha of new employment space. Strategic development sites at Kilnwood Vale and Forge Wood are progressing to deliver over 4,000 new homes. A Town Centre regeneration programme has identified scope to secure in excess of 1,650 additional homes, employment space supporting 2,100 jobs and an enhanced retail and leisure offer. Gatwick Airport, within the Borough, continues to grow to a throughput of around 45mppa. Manor Royal is home to over 500 businesses and 30,000 employees with scope, through intensification, to support up to 9,000 additional jobs.

The Three Bridges, Haslett Avenue Signal Scheme supports the C2C priorities around investing where growth will

concentrate, creating and backing business growth, delivering infrastructure and housing. The investment will support wider growth proposals identified in the Crawley Local Plan that identifies the need / potential to accommodate over 5,000 additional homes and 8,000 additional jobs.

The proposal helps to address priorities identified in the Manor Royal Business District Transport Report, completed in November. Manor Royal is home to over 500 businesses and 30,000 employees. The report identifies, following extensive engagement with businesses and employees on Manor Royal, that 36% of car users accessing Manor Royal would consider changing mode to bus and / or rail with a further 23% prepared to shift to walking or cycling if the right facilities and services were in place. Supporting the modal shifts identified will enable additional, high value, employment within Manor Royal to be accommodated.

This is a first phase of investment. Key outcomes will be achieved through the delivery of these proposals and those identified in the phase 2 business case to be submitted shortly.

## **2.2) Investment Objectives- detail the specific objectives to achieve the anticipated outcomes. The objectives should be stated in clear and measurable terms with a specified time frame.**

Crawley as a whole has higher than average wealth and is an important centre for business. However there are pockets of deprivation. The schemes, through improved infrastructure will support business growth and help regenerate the pockets of deprivation that currently exist and will support future development.

The Three Bridges Junctions scheme, will contribute to, the five transport objectives of the C2C SEP. In addition they will support the overall C2C SEP objectives of employment and economic growth to Three Bridges, Manor Royal, and Crawley as a whole, as well as for the wider region.

In order to support the transport objectives of the C2C SEP this scheme will support improving connectivity, accessibility, journey quality, and modal shift to walking and cycling. In order to measure the success of the scheme the scheme has considered journey time savings and improved walking/cycling modal split.

For journey time savings The DfT traffic Advisory Leaflet 1/09 states - '*on-street trials helped to confirm the potential benefits of using Compact movA. Compact movA achieved 13.3% journey time reduction overall at one junction and 45.9% savings to pedestrian delay at a stand-alone crossing compared with vA System D<sup>8</sup>, with no noticeable disbenefit to vehicles*'. However this has been further demonstrated in Crawley where the conversion of SCOOT to MOVA by WSCC provided journey time savings of 30%.

Therefore the Three Bridges Junction Scheme is likely to lead to improvements in journey time savings through the upgrade from SCOOT to MOVA, with similar schemes yielding journey time savings of between 13% and 30%.

For modal shift to walking and cycling the scheme will involve the refurbishment and upgrade of traffic control systems at seven junctions between the Paymaster Generals Roundabout and Worth Road along the Haslett Avenue East alongside Three Bridges Station. The control systems will be upgraded to MOVA to enhance junction capacity. The scheme will improve access and connectivity to the station and surrounding junctions, and improve journey quality. They will encourage the use of sustainable transport modes such as cycling and walking. This will have associated physical activity benefits. These benefits will improve the commercial attractiveness of the area, attracting greater footfall, new business and will lead to employment and GVA generation. Ultimately leading to economic growth.

Combined, the scheme will reduce congestion therefore reducing fuel consumption, vehicle emissions and carbon emissions.

These objectives have been given in measurable terms in the Appraisal Summary Table in **Appendix A**.

## **2.3) How does the project fit with national, sub-regional and local investment plans and strategies?**

The Three Bridges Junctions scheme support the C2C priorities around investing where growth will concentrate, creating and backing business growth, delivering infrastructure and housing. This supports the adopted Crawley



Core Strategy and Town Centre Strategy and Manor Royal Masterplan SPDs by Crawley Borough Council. Alongside policies in the emerging Crawley Local Plan, particularly Sustainable Economic Development in existing employment locations (such as Three Bridge corridor), maintaining Manor Royal's position as the main focus for employment and regeneration of Crawley town centre (EC1, EC2, EC3 and EC5 to 8). It also supports the West Sussex Transport Plan 2011-26 aims on maintaining roads to a good standard, managing the existing road network to reduce congestion and delay, and improving accessibility and integration by all modes.

CCLEP SEP Transport Themes	Scheme
Connectivity: "Can I get where I want to go?"	By introducing MOVA and adding civil works to the junctions the connectivity will be improved significantly. Vehicles, buses and cyclists will be able to travel along Haslet Avenue East more efficiently with increased vehicle capacity.
Reliability: "Will I arrive when I expect?"	Reliability will be improved with reduced journey times and congestion. Users will be able plan their journeys with less concern for delays affecting journey reliability.
Capacity: "Will I get a seat, a parking space, a clear road?"	The capacity of the junctions to cater for buses and cyclists will be improved through the civil works. The introduction of MOVA will reduce congestion and improve capacity.
Quality: "Will my journey be healthy, safe, clean, sustainable and enjoyable?"	The quality of the journey will be improved with reduced delays, and the frustration this causes. The MOVA system is more reactive to traffic conditions which will result in reduced congestion and will lead to a reduction in carbon emissions, resulting in a beneficial impact on the environment.
Resilience: "Will transport be there when I need it – 24/7?"	The scheme will reduce the current maintenance requirements into the future, by replacing ageing infrastructure for new.

As a joint initiative to improve transport and infrastructure, both Crawley Borough Council and WSCC have developed and endorsed the Crawley Place Plan. This plan maximises the value of investment in the Borough by the following key priorities;

- Town centre regeneration, including high quality public realm improvements. The town centre will need to grow in a balanced and sustainable way, unlocking employment growth as well as residential growth, if it is to fulfil the ambition of providing a dynamic business growth hub with a bold and vibrant community heart for Crawley and the Gatwick Diamond.
- Manor Royal is the biggest business park in the Gatwick Diamond area employing over 30,000 people with over 550 businesses. There is superb potential for greater intensification of higher value employment uses, maximising Manor Royal's contribution to GVA and jobs growth. There is excellent potential for increasing the opportunity for Crawley's residents to benefit via the Borough's Employment and Skills Plan.
- Gatwick Airport has expanded and will expand further –21,000 people are employed in "on-Airport" jobs and a further 10,000 through airport related activities. The Airport is already serving 40 million passengers per year (mppa) with an expectation that this will increase to 45mppa. "Landside", the airport has fantastic potential to unlock employment space, business and jobs growth, boosting local GVA. .
- New housing developments totalling 4,400 new homes within and immediately west of the town

The executive summary of the Crawley Place plan is **Appendix B**.

## 2.4) What stakeholder consultation has been undertaken? What stakeholder consultation

**remains to be undertaken? What stakeholder support has been received? Have businesses been engaged and will continue to be engaged throughout the life of the project?**

WSCC have the support of Crawley Borough Council to bring forward the Three Bridges Junctions scheme. It is also recognised that the Manor Royal Business District are keen to support infrastructure improvements to link the Manor Royal Estate with the surrounding area. The Manor Royal Business District is occupied by over 500 businesses and provides jobs for approximately 30,000 employees across 240 hectares, making it the largest business district in the South East of England. The main local bus operator, Metrobus, also supports the proposals that complement their own investment in improvements to services in Crawley.

**2.5) List the key stakeholders and their interest areas.**

The Key stakeholders for the two schemes are;

Stakeholder	Interest Area
Crawley Borough Council	District Authority
Manor Royal Business District	Connectivity and infrastructure improvements to the Three Bridges Junctions.
Bus providers	Connectivity, reliability, journey time savings and infrastructure improvements to the Three Bridges Junctions.
Rail providers	Linkage of improved signalised junction with Three Bridges Station
Emergency Services	Making network and area safer and more resilient

**2.6) What are the strategic issues, risks and constraints that may impact successful delivery of the project?**

It is recognised that the risk of delivery would be the timeframe of installation. This risk is minimised by enabling delivery in 2017/18. WSCC will deliver the project through a framework contractor minimising risks of delay through procurement.

The Three Bridges Junctions scheme is dependent on the LEP funding profile meeting the spend profile of the project.

A term contractor is in place following a procurement process and this will enable the works to progress quickly. Works would start on site in September 2017 as identified in 6.1 – 6.4.

**2.7) Summarise any project dependencies that the project has or if there are other projects that are dependent on this delivery (either LGF funded or not) and state the impact to the project if these are not met.**

The preferred option has no other project dependencies, however if Option 4 was considered then the Station Forecourt scheme could influence signal implementation.

**2.8) Please explain the disruption to the local area during the period of project execution and how you are looking to minimise these disruptions.**

It is accepted that the Three Bridges Junctions Scheme could cause delay and congestion to the localised area during installation, however this will be managed as sympathetically as possible with the overall benefit on completion of the signal improvements, improving journey times along Haslett Avenue and access to Three Bridges Station.

The majority of these delays will occur with or without these improvements as the signal system is approaching life expiry and an alternative maintenance strategy that brings few of the benefits would cause significant delays.

## **3. The Economic Case**



**3.1) Please describe the options that have been considered in selecting the project proposal. This should include a minimum of 3 options:-**

- **Do nothing, do minimum or status quo**
- The **proposed option** (as set out in the executive summary)
- An **alternative option** (which may be based on changes to the scale, scope and cost of the proposed option)

Description:	Base Cost (£)	Optimum Bias	Total (£)	Procurement prior to March 2017 (including OB) for 2016/17 funding (£)	Outstanding amount for 2017/18 funding (£)
<b>Option 1 Do Nothing</b>	0	0	0	0	0
<b>Option 2 Do Minimum</b>	*100,000	25%	125,000	0	125,000
<b>Option 3 Preferred Option</b>	646,000	25%	808,000	0	808,000
<b>Option 4</b>	890,000	45%	1,290,500	0	1,290,500

\*full costs to be confirmed by WSCC Signals Team.

**Optimum Bias**

Options 2 and 3 are a replacement of the traffic signal equipment on Haslett Avenue with new technology and transferring to a more efficient and appropriate traffic signal system of MOVA. The optimism bias is 25% as there will be an element of risk due to unforeseen conditions and supplier costs.

Option 4 presents improvements to the signalised junctions involving additional civils works for lane adjustments, new pedestrian and toucan facilities and a new cycle lane between Station Hill and Station forecourt. These works will therefore have higher associated risks and hence a higher optimism bias.

**3.2) Specify the preferred option, with supporting justification for selection.**

In order to deliver the opportunities that the signal improvements can bring to the area it is important to consider options, therefore we have considered four options;

**Option 1 - Do Nothing**

The existing traffic signal system along this corridor is currently being managed by fault analysis, design modifications and regular inspections the work in this corridor, however the current system is not using the latest technology to maximise capacity.

**Option 2 - Do Minimum**

Basic maintenance of the 7 junctions, \*full costs to be confirmed by WSCC Signals Team.

**Option 3 - Preferred Option**

Replace and reconfigure signals, including minor civils works and conversion from SCOOT to MOVA.

**Option 4 – Full Scheme**

Full Three Bridges Station Forecourt Scheme and improvements to signalised junctions on Haslett Avenue.

**3.3) Are there any issues to be resolved before this option may proceed?**

No

**3.4) What are the top 5 risks of this option? A full risk register should also be sent as an appendix which includes quantification, ownership and mitigation for each.**

1. Supply Failure – company producing signals equipment cannot deliver within the timescale.
2. Flooding – there are some localised flooding issues in the local area and civils work may uncover drainage issues that need to be resolved.
3. Third Party Works – statutory undertakers may have emergency works in the vicinity at any time and these would take precedence for road space booking.
4. Contractors Capacity – the civils and installation contractors may not be able to undertake the work.
5. Business Failure – suppliers and contractors may cease trading leading to delivery delays.

A full risk register is currently being developed alongside the design and procurement strategy.

**Please complete the boxes below, answering only those relevant for the theme of your project, referring to the guidance available. Please also complete the outputs tab of the supporting excel spreadsheet.**

**3.5) How does the project positively affect the level of economic activity in a given area?**

The Three Bridges – Haslett Avenue, Crawley traffic signal scheme is the first phase of significant improvements that will support housing and jobs in Crawley. The Place Plan information appended identifies the scale of this opportunity.

The Three Bridges Junctions scheme will lead to economic benefits to Three Bridges, Manor Royal, and Crawley as a whole, as well as for the wider region. The MRBD is the largest business district in the South East. It is home to more than 500 businesses that provide employment for approximately 30,000 people. Supporting the vitality of this area is essential for the economic growth of the wider Gatwick Diamond area.

The following bullet points summarise the key benefits that are likely to be achieved.

- The scheme will enable Crawley to become a more attractive and commercial area as a result of the improved journey times and accessibility.
- It is likely to lead to an increase in footfall and turnover, and attract new business to the area. Improvements to the Three Bridges junctions will improve perceptions of the area, helping to sustain existing business as well as attracting new business.
- As a result of the improved transport infrastructure in the MRBD areas, the potential for growth in business is also likely to lead to longer term employment and GVA generation.
- The Three Bridges junction improvements will enable more people to access work opportunities across Crawley so may contribute to reduced unemployment.

Ultimately the transport improvements will impact on the economic growth of the area contributing to the C2C LEP Strategic Economic Plan objectives to achieve increased employment and economic growth. The C2C SEP has a target to support the delivery of 140,000 new jobs and growth of GVA to £55 billion by 2020.

The scheme economic benefits are summarised in Table 2.0 below;

**Table 2.0**

Business users & transport providers	Removing congestion at junctions and optimising traffic flow is likely to reduce journey times and fuel consumption, lowering travel costs for residents, businesses and visitors. The scheme will also contribute to the benefits of the improved station access from the Three Bridges Station Access Scheme. Together they will create a more supportive environment for local business. This will help to raise the area's
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	competitiveness.
Reliability impact on Business users	Individuals choose to make journeys on the basis of journey costs they incur in the process. Reduction in these costs is likely to encourage users to make more journeys and repeat journeys to the area, which may lead to an increase footfall and business turnover, bolstering the economic activity of the local area.
Regeneration	The impact of new and improved Three Bridges Junction may attract additional businesses to the area, potentially increasing occupancy rates and encouraging the development of active on-street uses of public realm.
Wider Impacts	Through improving the transport infrastructure in the area making it more attractive for business and inward investment, there is potential for the creation of longer term employment opportunities and GVA.

### 3.6) What are the environmental consequences, both positive and negative of the project?

The installation work will give some minor short term adverse impacts (in terms of noise, air quality, dust and disruption to vehicle travellers, pedestrians and cyclists) are inevitable. These improvements should gradually result in improved journey times, reduced congestion, reduced fuel consumption, vehicle emissions and carbon emissions.

The scheme environmental impacts are summarised in Table 3.0 below;

**Table 3.0**

Noise	There will be a slight improvement in noise levels as a result of possible mode shift and a reduction in traffic congestion. Noise generated during construction may be audible, but it is unlikely to constitute a significant nuisance given existing noise levels. This can be mitigated through the adoption of appropriate methods of installation.
Air Quality	The project is predicted to reduce journey times for vehicles between 13-20% by reducing queueing and congestion along Haslett Avenue East and at junctions linking into Haslett Avenue East. It will also incorporate measures to facilitate bus travel through changes to road layout and bus lanes, and improve conditions for pedestrians by improving crossing facilities. It will thereby encourage sustainable forms of transport (by bus, cycling and walking), which, together with the reduction of congestion along Haslett Avenue East, will result in reduced vehicular emissions overall. An overall and local improvement in air quality is envisaged. This is likely to result in a corresponding decrease in carbon emissions.
Greenhouse gases	There will be a slight improvement in greenhouse gases as a result of a reduction in traffic congestion.
Landscape	No significant change to the overall character of the road is envisaged. No loss of trees or vegetation is envisaged.
Townscape	The proposed works do not lie within a Conservation Area and there are no sensitive historic buildings or landmarks in the immediate

	vicinity. No significant change to the overall character of the road is envisaged. No loss of trees or vegetation is envisaged.
Historic Environment	The proposed works do not lie within a Conservation Area and there are no Scheduled Monuments in the immediate vicinity. The reduction of congestion will provide a neutral improvement in the historic environment.
Biodiversity	The scheme will not have an impact on biodiversity as works are within the existing highway boundary.
Water Environment	The scheme will not have an impact on the water environment as the works are within the existing highway boundary.

### 3.7) What are the social consequences, both positive and negative of the project?

The scheme will lead to social benefits both in terms of accessibility, reduced congestion, improved journey times and journey quality, but also in terms of business agglomeration and regeneration benefits.

Accessibility and connectivity is a key objective of the scheme aiming is network optimisation to improve journey times and reliability and reduce congestion.

The improvements to transport infrastructure will support the agglomeration of business in Three Bridges and the MRBD areas. The MRBD location is identified in WebTAG as an Urban Functional Area where infrastructure improvements are likely to have a particularly significant impact on the agglomeration of business in the area.

Crawley as a whole has higher than average wealth and is an important centre for business. However there are pockets of deprivation. The scheme, through improved infrastructure will support business growth and help regenerate the pockets of deprivation that currently exist and will support future development. There are significant new developments being proposed in Manor Royal and across Crawley. The Council is in active discussion on five major sites totalling 26 acres which could bring 2,100 jobs within the next three to four years.

The scheme social impacts are summarised in Table 4.0 below;

**Table 4.0**

Commuting and Other users	An improvement in core junction performance is likely to positively affect journey quality by improving the highway environment and reducing travellers' stress and frustration associated with road congestion and journey time uncertainty.
Reliability impact on Commuting and Other users	It is currently expected that the scheme will increase average speed of journeys and alleviate congestion at core junctions thereby reducing frustration associated with queuing and inability to make good progress along a route.
Physical activity	Optimised traffic flow is likely to result in decongestion, reduction in noise and emissions at key junctions leading to a better travel environment for all user types including vehicle, public transport cyclists and walkers.
Journey quality	An improvement in core junction performance is likely to positively affect journey quality by improving the highway environment and reducing travellers' stress and frustration associated with road congestion and journey time uncertainty.
Accidents	Junction improvement will help users maintain constant and predictable

	speed levels and potentially reduce aggressive driving patterns that might have occurred as a result of frustration.
Security	The scheme would have no impact on the security.
Access to services	Access to services will not be impacted.
Affordability	There will be no impact or change on the affordability.
Severance	The introduction of the scheme is unlikely to impact on severance.

The scheme's impact area is stretched across four Lower Super Output Areas (LSOA), with the area around the station having slightly higher levels of deprivation than the national average. The LSOA that lies to the west of the station and contains the Haslett Avenue East/Stephenson way junction falls within the top 40% most deprived areas in the country. The Three Bridges junctions' scheme will lead to significant social benefits both in terms of accessibility and journey quality, but also in terms of business agglomeration and regeneration benefits.

### 3.8) The number of people and businesses positively impacted by the intervention?

The scheme will lead to social benefits both in terms of accessibility, reduced congestion, improved journey times and journey quality, but also in terms of business agglomeration and regeneration benefits to the Three Bridges, MRBD and Crawley as a whole.

### 3.9) Does the project have any follow on investment potential?

This business case forms part of the Crawley Area Transport Package (which the Three Bridges Junctions Scheme forms part of) is identified in C2C SEP as key to implementing transport improvements to support the economic development of Three Bridges and Manor Royal, Crawley Town Centre and wider Crawley Borough. Funds have been allocated for the Package through the C2C Growth Deal with Central Government.

### 3.10) Skills projects only- How does this project increase the employability of learners, what sectors will the project impact and does this demonstrate the employment needs of the area?

N/A

### 3.11) Business and enterprise projects only- How does this project address business growth in terms of a 20% increase in turnover and jobs over the next 3-5 years.

N/A

### 3.12) Infrastructure and Regeneration and Housing projects only- Physical and aesthetical impact- Does the project make a positive and lasting contribution to the physical, human and cultural environment?

Optimised traffic flow is likely to result in decongestion, reduction in noise and emissions at key junctions leading to a better travel environment for all user types including vehicle, public transport cyclists and walkers. Also an improvement in core junction performance is likely to positively affect journey quality by improving the highway environment and reducing travellers' stress and frustration associated with road congestion and journey time uncertainty.

### 3.13) If your project results in service and other improvements then please provide baseline data below.

Metric	Baseline		What the intervention will achieve	
	Figure	Year	Figure	By when


## 4. The Commercial Case

### 4.1) Please provide details of your envisaged procurement route. Will your procurement trigger the OJEU process?

The Three Bridges junctions would be procured under the existing WSCC signals maintenance and supply contract. Works would start on site in September 2017 as identified in 6.1 – 6.4.

### 4.2) If private development partners will be required to deliver the project, at what stage are discussions/negotiations?

N/A

### 4.3) Outline the procurement plan and timescales, including statutory and other consents.

The Three Bridges junctions' equipment would be procured under the existing signal maintenance and supply contract.

The scheme does not require any planning or consultation approval as they are existing junctions which are being improved, albeit with some additional pedestrian features.

All options require considerable planning to enable the correct traffic management and work sequence being implemented. Construction delivery will be during 2017/18 undertaken by our existing supplier.

### 4.4) How will the project contribute towards social value?

The Crawley Place Plan developed and endorsed by Crawley Borough Council and WSCC maximises the potential for increasing the opportunity for Crawley's residents to benefit via the Borough's Employment and Skills Plan. This scheme will support the Place Plan by ensuring accessibility, reduced congestion, improved journey times and journey quality, but also in terms of business agglomeration and regeneration benefits to the Three Bridges, MRBD and Crawley as a whole.

### 4.5) Please provide a detailed explanation of how your project is State Aid compliant and how you came to that opinion?

This scheme is being implemented on a service of general economic interest and is therefore not seeking State Aid.

## 5. The Financial Case

### 5.1) what is the estimated total project cost and the amount of LGF being applied for? **Please complete the funding breakdown tab in the supporting excel spreadsheet.**

Year	Total project cost	LGF
16/17		
17/18	808,000	687,000
18/19		
19/20		
<b>Total</b>	808,000	687,000



**5.2) Please set out the project costs using summary spend areas in the table below. LGF will only fund capital expenditure.**

**State date of this estimate-**

<b>Projects costs (delete as appropriate)</b>	<b>Total cost (£)</b>	<b>LGF (£)</b>	<b>Match funding (£)</b>
Land Acquisition			
Planning and Feasibility studies			
Surveys			
Construction, inc- materials, equipment and labour	517,935	412,000	105,935
Fit out (inc. equipment and furnishings not included in construction)			
Project management	39,375	34,375	5,000
Consultancy	79,050	68,750	10,300
Other (please specify)			
Contingency*	171,875	171,875	
Total Net Cost			
VAT (			
<b>Total Gross Cost</b>	<b>808,235</b>	<b>687,000</b>	<b>121,235</b>

**\*Note-Contingency:** where an element of contingency has been added on of individual cost elements it is assumed that there is a significant level of doubt about the future costs (the level of contingency is influenced by the extent of the doubt)

**5.3) Please provide a Net Present Value cash flow analysis for each of the options. Workings should be included as an appendix.**

<b>Options</b>	<b>NPV</b>
Do nothing, minimum or status quo	
Proposed option	
Alternative option	

**Please detail your project assumptions and discount rate used-**

**5.4) Please detail how the project offers value for money. You should look to address the following. Cost per job, cost per home, deadweight, displacement, benefit cost ratio and any other evidence of value for money.**

The Three Bridges Junction scheme, which primarily involves the implementation of signal optimisation across a network of seven junctions, also provides significant journey time savings. The system provides between 13-20% reductions in delay per vehicle. The upgrading of the existing signal equipment through the use of Extra-Low Voltage (ELV) and Light Emitting Diodes (LEDs) is likely to result in a total power consumption saving.

The DfT advisory leaflet 1/09 states; 'On-street trials helped confirm the potential benefits of using Compact movA achieved 13.3% journey time reduction overall at one junction and 45.9% savings to pedestrian delay at a stand-alone crossing compared with vA System D<sup>8</sup>, with no noticeable disbenefit to vehicles'. Recent WSCC installations of MOVA within Crawley Town at Southgate Avenue and London Road has shown reduction in journey time savings of up to 30%.

**5.5) Please confirm the VAT status of the delivery body that would be in receipt of LGF. If VAT is**

<b>irrecoverable on this project please state why.</b>
West Sussex County Council is a local authority therefore vat is not applicable.
<b>5.6) How will the project be sustained financially after the investment of LGF is completed?</b>
The scheme will be maintained under the current WSCC traffic signal maintenance contract.

## 6. The Management Case

<b>6.1) In which financial year do you expect your project to commence?</b>	2017/18
<b>6.2) What is your expected on-site start date?</b>	April 2017
<b>6.3) In which financial year do you expect your project to complete?</b>	2017/18
<b>6.4) Please set out the key milestones related to the project in the table below, adding more rows if necessary. <span style="color: red;">Please attach a project plan as an appendix if one is available.</span></b>	
<ol style="list-style-type: none"> <li>1. LEP Approval – April 2017</li> <li>2. Design – April 2017</li> <li>3. Procurement April 2017</li> <li>4. Prelims – September 2017</li> <li>5. Delivery of Equipment September 2017</li> <li>6. Start on Site - September 2017</li> <li>7. Scheme opens – October 2017 - March 2018</li> </ol>	
<b>6.5) Please set out the project management arrangements that will be used to successfully manage the project to time and budget.</b>	
The Traffic Signal Team at WSCC would manage the Scheme delivery through the existing signals contract for maintenance and supply.	
<b>6.6) Please set out the project roles and responsibilities.</b>	
<p>The WSCC Highways and Engineering group Traffic Signals Team at WSCC in conjunction with their contractors, will oversee the detailed design, construction and monitoring stages of the scheme. The day to day delivery of the scheme will be managed by the WSCC Traffic Signals Team Manager, Barry Edmonds.</p> <p>The The Project Sponsor will be Duncan Barratt (Strategic Manager – Economy) Senior Responsible Officer for the Council will be Matt Davey (Director of Highways and Transportation) supported by Guy Bell (Head of Highways Engineering).</p>	
<b>6.7) Please explain what governance, oversight and accountability arrangements will be put in place if your project is awarded Local Growth Funding.</b>	
<p>The accountability and reporting would be through monthly highlight reports prepared for the Crawley Area Growth Board (CBC and WSCC) and through the extant WSCC Capital Governance arrangements.,</p> <p>It is understood there will be a formal funding agreement with quarterly claiming in arrears for expenditure incurred.</p>	
<b>6.8) Please set out the strategy and plan for communications and stakeholder management?</b>	
Communications will be through normal process for street works with advance notification to users and letter drops to impacted local residents and businesses.	
<b>6.9) Please set out the strategy and plan for dealing with the management and delivery of benefits.</b>	

The Traffic Signals Team will regularly monitor and evaluate journey time savings that the upgraded signal system will generate.

**6.10) Please set out the arrangements for a post project evaluation.**

Under the requirements of section 151 of the Local Government Act 1972, the financial administrator has adequate project assurance systems in place to verify that the scheme is fit and able to be procured and delivered using WSCC procedures. This will include the council's Internal Audit team being engaged with the project at key gateways in its progress. The Key Performance Indicators (KPI's) for post evaluation are; improved journey times, reliability and reduced congestion. As part of the post project evaluation the WSCC Traffic Signals Team will regularly monitor and evaluate the KPI's that the upgraded signal system will generate.

**Recommendation/ Declaration**

**Recommendation- please state clearly the recommended action this business case supports.**

<b>Declaration:</b>	<b>I certify that the information provided in this Outline Business Case is complete and correct at the time of submission.</b>
<b>Signature:</b>	<b>Duncan Barratt &amp; Clem Smith</b>
<b>Print Name:</b>	
<b>Title:</b>	<b>Economy Manager, WSCC &amp; Head of Economic &amp; Environmental Services , CBC</b>
<b>Date:</b>	<b>20<sup>th</sup> February 2017</b>

**Before submitting your Business Case ensure you have all the required supporting documentation:**

- One electronic copy of the business case template, signed and dated
- Excel Spreadsheet
- Any other Supporting documents and evidence required

## Appendix A – Summary Table

See attached.

## **APPENDIX B**

### **CRAWLEY PLACE PLAN - EXECUTIVE SUMMARY**

Crawley is a bustling modern town and the major economic force in West Sussex as well as the Gatwick Diamond. It benefits from excellent transport links and is home to Gatwick Airport, Manor Royal Business District and companies of all sizes.

Despite having just two per cent of the West Sussex land mass, Crawley contributes 25 per cent of its economic output – it is superbly placed to sustain high value economic growth. With 89,000 jobs and growing, Crawley has the third highest job density in the country outside Central London.

Crawley is at the heart of the Gatwick Diamond and a huge focal point for economic growth with over 3000 active businesses. Crawley benefits from Gatwick Airport, the world's busiest single runway airport, which hosts up to 40 million passengers per year and from Manor Royal, the South East's premier business park, which employs 30,000 people across 240 hectares.

Crawley is held in high regard with an economic scorecard rating of 'A' on economic performance, human resources, connectivity, environment and infrastructure (Business Location Index 2012)

Crawley is changing on a growth trajectory:

- Crawley Town Centre is changing with the Borough Council driving a programme of town centre regeneration, including high quality public realm improvements. The town centre will need to grow in a balanced and sustainable way, unlocking employment growth as well as residential growth, if it is to fulfil the ambition of it becoming a dynamic business growth hub with a bold and vibrant community heart for Crawley and the Gatwick Diamond.
- Manor Royal is the biggest business park in the Gatwick Diamond area employing over 30,000 people with over 550 businesses. There is superb potential for greater intensification of higher value employment uses, maximising Manor Royal's contribution to GVA and jobs growth. There is excellent potential for increasing numbers of Crawley's residents to benefit via the Borough's Employment and Skills Plan.
- Gatwick Airport has expanded and will expand further – 21,000 people are employed in direct on-Airport jobs and a further 10,000 through airport related activities. The Airport is already serving 40 million passengers per year (mppa) with an expectation that this will increase to 45mppa. "Landside", the airport has fantastic potential to unlock employment space, business and jobs growth, boosting local GVA.
- Leisure facilities will need to continue to grow to support future needs, including the Borough's key assets, such as: K2 – the regional sports centre of excellence and Tilgate Park – a major visitor attraction.
- New housing developments totalling 7,600 new homes within and immediately west of the town.

The Crawley Growth offer includes:

- The development of over 1,550 new homes and 11 hectares of commercial floor-space in the Town Centre generating at least 2,100 new jobs.
- The development and intensification of commercial floor-space, with the potential to generate over 5,000 new jobs, at Manor Royal Business District.
- Increased passenger throughput at Gatwick Airport from 40mppa to 45mpppa with an opportunity to increase customer and employee spend in the local economy and the value and volume of employment within the Airport

boundaries (provided this is consistent with Local Plan policy GAT4).

- The delivery of strategic development sites at Kilnwood Vale and Forge Wood (4,400 new homes).

To deliver and enable the Crawley Growth offer and ensure its sustainability, infrastructure improvements will be critical.

This Place Plan considers the forecast demographic changes, potential private sector investment opportunities, the Local Plan, wider Local Authority service strategies and Local Growth funding opportunities to develop priorities that can bring forward significant and sustainable economic growth in Crawley.

## **Section 1: The Place**

Crawley is situated in the north eastern part of the county of West Sussex. Horsham district abuts the town on the western side, Mid Sussex district is to the south and east. The county of Surrey lies to the north of the borough beyond Gatwick Airport.

Crawley borough covers 4,497 hectares. Its administrative boundaries are drawn tightly around the urban area itself, with very little land falling outside of the built up area. This is particularly the case to the west of the urban area, although this location offers some of Crawley's greatest access to the open countryside beyond. The M23 motorway forms the borough boundary to the east. To the south, beyond the dual carriageway, lies an Area of Outstanding Natural Beauty-The High Weald. Gatwick Airport is located within the borough to the north of the town – the land between the town and the airport is required to be safeguarded for a potential second runway.

Migration patterns show a strong relationship between Crawley and the neighbouring areas of Mid Sussex, Horsham and Reigate and Banstead, as well as areas further south such as Arun, Worthing, and Brighton and Hove. Similarly, commuting patterns provide an indication of the role Crawley plays across this wider area in providing employment for significant numbers of people, including those from Brighton and Hove, Chichester and Eastbourne to the south, and from residents located within the Surrey authorities to the north, in particular, Reigate and Banstead and Croydon.

### ***Gatwick Diamond***

Reflecting Crawley's inter-relationship with its neighbours, links have been formed, both at a local authority and at business level, across an identified functional sub-region known as the Gatwick Diamond. Crawley is one of 7 Local Authority areas forming the Gatwick Diamond along with Epsom and Ewell, Horsham, Mid Sussex, Mole Valley, Reigate & Banstead and Tandridge. The Diamond extends over a range of towns and villages, set in attractive countryside, stretching from the southern edge of London to the northern boundaries of Brighton and Hove, and forming the central



element of the Coast to Capital Local Enterprise Partnership (LEP) area.

Much of Crawley's development opportunities and pressures are determined by its role within the Gatwick Diamond and the wider economic sub-region. With Gatwick Airport as the economic core, the borough offers a focus for large businesses, travel and retail provision. Crawley has the third highest job density in the country outside central London and contributes 25% of the West Sussex GVA, despite being just 2% of the land mass. It is supported in this role by the neighbouring districts within the wider area; each of which provide complementary offers in terms of housing, employment and leisure.

### ***A New Town in a countryside setting***

Crawley was designated a New Town in 1947 and incorporated the settlements of Crawley, Ifield and Three Bridges. As a planned New Town, each neighbourhood was laid out according to twentieth century quality of life and sustainable development principles. Whilst Crawley has subsequently grown beyond its original masterplan, many elements of the original New Town are an important part of the town's history.

### ***A working town***









Crawley is the largest economic driver in the northern West Sussex sub-region and also the largest economic area of the Gatwick Diamond providing a significant proportion of the total commercial floor space and employment within the area.


Employment levels are high in Crawley with total employment in the town being around 89,000, of which approximately 30,000 are net in commuters. 70% of working age people who live in Crawley, also work in Crawley. While Crawley boasts average Borough employee salaries that are among the highest in the Gatwick Diamond, many residents are employed in low skilled industries; only 11% of working age residents in Crawley work in managerial and professional occupations; and on average people who travel into Crawley for work earn more than local people.

Unemployment in Crawley has been historically low ranging from 1.4% rising to highs of around 3.5% during the recessionary phase of the economic cycle. However, local businesses have been adversely affected by the tight labour market conditions in experiencing skills shortages and an inability to recruit people with the right skills sets - a real impediment to business growth.

## **Section 2: The Evidence**

## Demographic Pen Picture

<b>Population and Demographics</b>  	<table> <tr> <th></th><th>1994</th><th>2014</th><th>2034</th></tr> <tr> <td><b>0-18</b></td><td>22826</td><td>24373</td><td>29429</td></tr> <tr> <td><b>19-64</b></td><td>55274</td><td>67423</td><td>69658</td></tr> <tr> <td><b>65+</b></td><td>12583</td><td>14484</td><td>22868</td></tr> <tr> <td><b>Total</b></td><td><b>90684</b></td><td><b>108839</b></td><td><b>121955</b></td></tr> </table>		1994	2014	2034	<b>0-18</b>	22826	24373	29429	<b>19-64</b>	55274	67423	69658	<b>65+</b>	12583	14484	22868	<b>Total</b>	<b>90684</b>	<b>108839</b>	<b>121955</b>	<b>Start of Life Population</b>  	<table> <tr> <th></th><th>1994</th><th>2014</th><th>2034</th></tr> <tr> <td><b>0-4</b></td><td>6594</td><td>8344</td><td>7733</td></tr> <tr> <td><b>5-10</b></td><td>7221</td><td>8699</td><td>9244</td></tr> <tr> <td><b>11-18</b></td><td>9011</td><td>9889</td><td>12412</td></tr> <tr> <td><b>Total</b></td><td><b>22826</b></td><td><b>26932</b></td><td><b>29429</b></td></tr> </table>		1994	2014	2034	<b>0-4</b>	6594	8344	7733	<b>5-10</b>	7221	8699	9244	<b>11-18</b>	9011	9889	12412	<b>Total</b>	<b>22826</b>	<b>26932</b>	<b>29429</b>
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<b>GVA</b>  	<b>GVA per job</b> Crawley = £76100 Gatwick Diamond = £63,177 Coast 2 Capital area = £56,861  <b>Av Earnings (weekly)</b> Crawley workplace 2014 = £601 Crawley resident 2014 = £550 <b>8.5% difference</b>	<b>Housing</b>  	<b>Housing Completions</b> <b>2143 completed houses since 2003</b> 2007/2008 689 2008/2009 369 2009/2010 411 2010/2011 387 2011/2012 202 2012/2013 85																																								
<b>School Place Capacity and Projections</b>  	<b>Primary/Infant School Places (NOR)</b> 2014/15 9585 2030 10685 <b>Secondary School Places (NOR)</b> 2015 7583 2030 8782  Current capacities in 2014:- <b>Primary School 8%</b> <b>Secondary School 33%</b>	<b>GP Capacity</b>  	<b>Patients :-</b>  8 out of 13 surgeries in Crawley currently operate over the national benchmark of 1GP v 1,800 patients suggesting that the current population would support the need for a further 2FTE GPs.																																								

<b>Educational Attainment</b> 	<p>Only 1 in 5 Crawley residents have a higher education qualification</p> <p>Adults with NVQ/Level 4:</p> <table><tr><td>Crawley</td><td>23%</td></tr><tr><td>West Sussex</td><td>34%</td></tr></table>	Crawley	23%	West Sussex	34%		
Crawley	23%						
West Sussex	34%						

### **Relevant Key Documents and Plans**

The Place Plan builds on evidence identified in a number of key documents:

#### ***Coast to Capital LEP - Strategic Economic Plan (SEP)***

The Local Enterprise Partnership's SEP identifies Crawley as a key growth location. Up to £18m of Local Growth fund was allocated to deliver sustainable transport proposals in Crawley in support of providing homes, jobs and employment space.

The SEP highlights the potential for Crawley to deliver 28,500 square metres of employment space, 800 new homes and 1,250 new jobs.

#### ***Crawley 2030, the Crawley Borough Local Plan 2015-2030***

The adopted Crawley Local Plan (in December 2015) provides a substantial evidence base including an Infrastructure Plan. The Local Plan identifies the potential to deliver 5,100 homes and 23 ha of employment space.

#### **Local Plan - Housing Growth**

In Crawley, a minimum total of 5,100 new homes are due to be provided by 2030, requiring an annual average build rate of 340 new homes between 2015 and 2030. Forge Wood, a new neighbourhood development, is likely to form a significant part of delivery in the first ten years with at least 1900 dwellings.

The following sites are identified as key housing sites and are considered to be critical to the delivery of future housing in Crawley. They are identified as being 'deliverable' within the first five years of the Plan (2015/16 – 2019/20) or 'developable' in years 6–10 (2020/21 – 2024/25).

#### **Deliverable:**

- Forge Wood, Pound Hill (1,900 dwellings)
- Ifield Community College, Ifield (125 dwellings)
- Southern Counties, West Green (218 dwellings, mixed use priority for residential)
- Land adjacent to Desmond Anderson, Tilgate (100 dwellings)
- Fairfield House, West Green (93 dwellings)
- 15 – 29 Broadway Upper Floors, Northgate (57 dwellings)
- Kilnmead Car Park, Northgate (40 dwellings)
- Zurich House, East Park, Southgate (59 dwellings)
- Goffs Park Depot, Southgate (30 dwellings)
- Former TSB site, Russell Way, Three Bridges (40 dwellings)
- Land adjacent to Langley Green Primary School, Langley Green (30 dwellings)

- 5 – 7 Brighton Road, Southgate (48 dwellings)
- WSCC Professional Centre, Furnace Green (76 dwellings, of which 59 are completions)

#### **Developable:**

- Breezehurst Drive Playing Fields, Bewbush (65 dwellings)
- Henty Close, Bewbush (24 dwellings)
- Longley Building, Southgate (48 dwellings)
- Land Adj. to Horsham Road & South of Silchester Drive, Gossops Green (52 dwellings)
- Town Centre Key Opportunity Sites (499 net dwellings); comprising:
- Telford Place, Three Bridges (deliverable)
- Crawley Station and Car Parks (deliverable)
- County Buildings (deliverable)
- Land North of the Boulevard (developable)

#### **Local Plan - Employment growth**

As a key economic driver in the sub-region, Crawley's main employment areas make a significant contribution to the economy of the town and the wider area. A number of Employment Areas are identified as a focus for sustainable economic growth, each of which has a different character and function. The Local Plan identifies:-

- A need for at least 57.9ha of additional employment floor space for the Plan period 2015-2030;
- 23ha of land suitable for business use has been identified from the existing land supply in the borough. This will be sufficient only to meet short-term needs during the early part of the Plan period; and
- In order to meet the business land shortfall a further 35ha will be required / sought by Crawley Borough Council following assessment of the suitability and implications of potential new business locations within the borough boundary (perhaps including minor extensions to Manor Royal) and if necessary outside the borough during the period to 2030.

The main employment areas are Manor Royal, Gatwick Airport and the Town Centre... The other significant employment areas are:

#### **Three Bridges Corridor**

A highly sustainable location between Three Bridges railway station and Crawley Town Centre. It offers a selection of older and smaller units at a location close to the town centre, including Denville Trade Park, Spindle Way, Stephenson Way and Hazelwick Avenue. It supports a diverse range of economic uses including storage, distribution, trade, and car showroom uses. Residential uses are evident to the east and west, impacting on some areas within the Main Employment Area.

#### **Maidenbower & Broadfield Business Parks, Tilgate Forest Business Centre**

These business locations offer small scale business parks providing higher value commercial floorspace in a green setting on the edge of the urban area and complementing the business roles of Manor Royal and the town centre. These locations are situated adjacent to main road interchanges, and support a mix of employment uses, with a predominance of B1 office space.

#### **Lowfield Heath - Mixed-use employment location.**

As a more traditional estate, accommodating a wide range of light industrial and some non-B Class uses, the area is located adjacent to the southern perimeter of Gatwick Airport. There is a range of building stock, with regard to size and use, and the site forms a secondary role close to the main Manor Royal Business District.

### **Broadfield Stadium and K2 Crawley**

These areas provide important out of centre leisure opportunities that are key to Local economy vibrancy. Their evolution will be supported where their growth does not conflict with the wider objectives for the Town Centre and Manor Royal.

## **Section 3: Crawley Place Plan - The Priorities and Proposals**

The Crawley Place Plan priorities to support sustainable growth in the Borough are set out in summary below. These include highlights of proposed priority schemes to be taken forward.

### **1. Crawley Town Centre**

To become a dynamic business growth hub with a bold and vibrant community heart for Crawley and the Gatwick Diamond, where a rich mix of uses and high quality town centre living drive a diverse retail offer, excellent public realm and a thriving economy. To ensure that the Town Centre benefits from its proximity to the concentration of business activity in Manor Royal and that the Town Centre is a place where people want to live, work and spend their leisure time.

The growth in town centre homes, jobs and GVA will not happen without interventions to enable the regeneration of key opportunity sites and to unlock major public-private investment in the quality of the public realm and in 21<sup>st</sup> century highways and sustainable transport infrastructure. Such investment will be essential to ensure that the Town centre is an attractive place to work and trade.

The priority schemes are as set out in Crawley's Town Centre Regeneration programme. Highlights include:

- **The £3.2 million investment in transforming Queens Square;**
- **Active partnership with developers, site owners and retailers to unlock new retail investment in and around Queens Square.**
- **The proposed Station Gateway regeneration scheme, featuring a brand new railway station for Crawley and up to 308 new homes;**
- **The regeneration of town centre commercial space and creation of a network of high quality business space to boost town centre jobs.**
- **The development of a town centre neighbourhood, with up to 1,800 residential units, including the Council's flagship town centre residential scheme at Telford Place.**

## **2. Gatwick Airport**

To enhance Gatwick Airport as one of the greatest economic assets in the county. The airport will grow to a throughput of 45mppa based on the current single runway and two terminals. The strategic advantage of Gatwick Airport will be maximised to support the creation of new and improved economic assets in Manor Royal and the wider Crawley area. The focus will be on developing businesses, jobs and new commercial space that can open up opportunities in the global market and make the most of Gatwick Airport as an asset to the Crawley economy.

The impacts of a future second runway will be fully understood to ensure that, should it happen, the appropriate infrastructure and community issues are addressed with sustainable growth being the priority.

## **3. Manor Royal**

To support Manor Royal to continue to provide a diverse range of jobs for local people. Grow Manor Royal sustainably, in tandem with the Town Centre, creating a place where there is high Gross Value Added (wealth) produced and where there are jobs that local people have the skills to access. Enable essential infrastructure improvements required to intensify jobs and GVA growth within Manor Royal and to boost investment by high value businesses and their trade, which supports the strategic economy of the county and beyond. Ensure Manor Royal continues to meet the expectations of modern business occupiers and their employees.

Crawley Borough Council and West Sussex County Council will work together in support of the Manor Royal BID to help it achieve key improvements to the Business District, including a focus on progressing the following priorities:

- **Develop new amenities to serve the Manor Royal business community –** Address the shortage of facilities in Manor Royal i.e. meeting space, small scale retail, health facilities, and more small business space.
- **Develop new transport interchanges** to better manage access in and out of Manor Royal and to boost sustainable transport access.
- **Tackle highways bottlenecks**
- **Deliver upgrades to the entrances to Manor Royal**
- **Work with site developers to unlock new business / jobs investment**

## **4. Skills and Employment**

To support Crawley residents to develop the higher level skills they need to thrive in the future by helping them to access better quality jobs. Close the gap between the Crawley employee earnings and resident earnings. Unlock jobs and apprenticeship opportunities for local people from Crawley's regeneration. Enable high GVA businesses to overcome skills shortages, which impede high value jobs growth.

The priority schemes are as set out in the Crawley Employment and Skills Plan. The flagship projects comprise:

**Town Centre Skills Academy**



Work with partners to obtain “Skills Academy” status for town centre regeneration sites, unlocking significant new local jobs and apprenticeship opportunities for local people. Strengthen local policy to ensure that site developers, investors and partners further the council’s employment and skills priorities.

### **Young Workers Scheme**

Pilot a Young Workers Scheme at the Crawley Borough Council, where unemployed 16-24 year olds will be enrolled on 6 month paid placements, to provide them with necessary work skills and experience

### **Gatwick Skills Laboratory**

Bring training providers together with Gatwick Airport Ltd and local businesses to develop a Gatwick Skills Laboratory, which will design and roll out new higher level skills training to help these businesses upskill the workforce and successfully recruit to overcome the skills gaps and shortages impeding their growth.

### **Employ Crawley Service**

Create an Employ Crawley service, working closely with Job Centre Plus, local employment support agencies, training providers and voluntary sector partners to match local residents to job, careers advice and skills training opportunities.

## **5. Transport and Infrastructure**

To ensure that infrastructure is provided to support sustainable growth in the town now and in the future. In particular:-

- a) Ensuring that connectivity between key sites is improved to support the delivery of homes, jobs and employment space
- b) Ensuring that transport / infrastructure improvements are made to support the delivery of planned growth.
- c) Enabling investment in sustainable transport infrastructure to tackle pollution and congestion.
- d) Developing sustainable transport inter-model interchanges at key transport hub locations within the Borough, particularly around three of the railway stations at Gatwick Airport, Three Bridges and Crawley.
- e) Ensuring that facilities are in place to support the forecast increase in older people within the Borough
- f) Understanding school place provision and the education offer; ensuring places are allocated to support current and future demographics.
- g) Ensuring that GP capacity is fit for to meet current / future demand.
- h) Ensuring that digital / ICT connectivity is maximised in the Borough in order to attract more high value business and jobs investment.

Further programmes and initiatives in accordance with the above priorities will be drawn up, working closely with the Coast to Capital Local Enterprise Partnership, the community and stakeholders.