



Crawley Growth Deal 2025-30



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Below: The Create Building



Foreword


The Crawley Growth Programme is a partnership between Crawley Borough Council (CBC) and West Sussex County Council (WSCC) which aims to boost Crawley's economic growth and housing delivery, improve residents' experience and unlock inward investment by aligning and securing resources to deliver key regeneration schemes.

In December 2016, the two authorities signed our first Growth Deal to confirm our commitment to implementing the Crawley Growth Programme and to reflect our shared aim to create better places for our residents and businesses by using public resources and assets more effectively and efficiently to support sustainable economic growth in Crawley. The Crawley Growth programme has demonstrated remarkable success, together we have been able to unlock over £50 million of funding investment to deliver multiple transformative regeneration and infrastructure projects across Crawley Town Centre and Manor Royal Business District. This has played a key role in helping the town recover from the significant adverse economic impacts of the Covid-19 pandemic.

We are pleased to be able to renew the Crawley Growth Deal between the two authorities for the period up to Local Government Re-organisation (LGR). Alongside the Crawley

Economic Vision, our Growth Deal is intended to set the economic direction of travel for Crawley over the next five years, and to highlight Crawley's existing huge economic strengths and superb potential for delivering major new economic growth as we transition towards a Mayoral Strategic Authority and successor unitary for Crawley.

This new deal presents a set of shared principles and key regeneration schemes as the basis for CBC, WSCC and other public sector partners to work collaboratively to deliver best value for Crawley residents and businesses. Engagement on drawing up the renewed Growth Deal has taken place amongst senior officers from various services in WSCC and CBC and the completed Growth Deal document has been examined and endorsed by the Cabinet Executives of the two authorities.

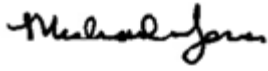


Aerial view of Manor Royal, Crawley

Growth Deal Agreement

Crawley Borough Council

Signed by the Leader:



Michael Jones
Leader of Crawley Borough Council

Signed by the Chief Executive officer:



Ian Duke
Chief Executive Officer, Crawley Borough Council

West Sussex County Council

Signed by the Cabinet Member:



Garry Wall
Cabinet Member for Support
Services and Economic Growth,
West Sussex County Council

Signed by the Chief Executive officer:



Leigh Whitehouse
Chief Executive Officer,
West Sussex County Council



Memorial Gardens bandstand

Crawley Growth Deal 2025–30

The first Growth Deal signed in 2016 consolidated the two authorities' commitment to pooling resources to unlock investment for the Crawley area and more than £50m secured from a range of public funding sources has enabled both Councils to create the Crawley Growth Programme, delivering multiple physical regeneration projects across the borough. This was further strengthened by the Manor Royal Deal in 2018, which deepened collaboration with the business community and reinforced the shared ambition to accelerate regeneration and economic growth across the town.



A central ingredient in the success of the programme has been the strength of partnership working across Crawley, with organisations such as Manor Royal BID, Metrobus and Gatwick Airport each bringing valuable insight, energy, and practical expertise. Their combined local knowledge and commitment helped shape both the ambition and delivery of the programme, ensuring that projects responded to the needs of businesses, workers, and residents. Manor Royal BID's involvement as a delivery partner for several elements of the plan has complemented the strategic and operational contributions of other partners, creating a collaborative approach that has been a defining factor in driving the programme's momentum.

This is an excellent opportunity to tackle Crawley's housing emergency. There has been a twenty-fold increase in the cost of temporary accommodation.

Completed projects include town centre schemes such as Queens Square, Queensway, Eastern Gateway and Western Boulevard in addition to Manor Royal Highways Improvements and Bus Lane Extensions, new small business and employment space at Churchill Court, a new Gatwick Airport bus waiting area served by new access lifts, the Worth Park Avenue Cycleway and Haslett Avenue traffic signal upgrades.

The success of the current Growth programme is further incentivising inward investment from the private sector such as the Arora Group, in the form of planned development/ regeneration scheme at major sites in Crawley town centre – in Arora's case – the transformation of Overline House. Key stakeholders such as the Chichester College Group are continuing to unlock investment in Crawley College, having built out and established the STEM Skills Centre and the Sussex & Surrey Institute of Technology, which launched in Autumn 2025.

As the first Growth Deal reaches its conclusion, there is an opportunity to celebrate the progress achieved thus far, work with partners to outline new priorities and re-centre our collective focus to realise new outcomes and benefits.

Alongside this are challenges to public sector finances, necessitating a focus on working more efficiently and retaining strong governance where resources are scarce. Working in partnership is visibly aligning strategic priorities for growth and will lead to greater opportunities for collaboration through shared spaces, joined up services and released surplus land and assets, which in turn will

promote lower carbon solutions and new economic activity and regeneration of Crawley's core urban fabric.

Our new Growth Deal 2025-2030 comes at a time both of real opportunity and challenges for the Crawley economy. The approval of the northern runway at Gatwick will provide a real boost, especially if this is accompanied by the further release of safeguarded land to the south of the Airport following Gatwick Green. The Create Building in the town centre has proven Crawley as a viable place for new Grade A commercial space at a time when there is a shortage of high-quality regional office space. And after four years of intensive work, the lifting of water neutrality restrictions means the brake on development in the town has been lifted and we are now seeing a large amount of delayed development coming through.

This is an excellent opportunity to tackle Crawley's housing emergency. There has been a huge increase in applicants on the housing waiting list alongside a twenty-fold increase in the cost of temporary accommodation. The borough is only able to meet 41% of its identified housing need for all types of housing, and far less of its affordable housing need.

This significant opportunity lies within an uncertain environment. Previous economic uncertainty and the impact from four years of water neutrality continue to act as a brake to investment decisions and to getting development moving, whilst adversely affecting residents' incomes. Development costs have increased significantly. Public finances are strained. Technological advances offer both new opportunities but also disruption. The Town Centre is in the process of transition – still successful in parts – but changing with further intervention needed to secure the best possible future.

Within this picture of change comes Devolution and Local Government Reorganisation – the most significant restructure of local government in 50 years. The creation of a Sussex & Brighton Strategic Authority with devolved powers and funding, and a focus on growth, is a significant opportunity to demonstrate the economic importance of Crawley and the huge latent potential for further growth. With the twin anchors of West Sussex and Crawley councils being replaced through local government reorganisation, it is crucial that the narrative, strategic direction of travel and priorities are set out and broadly owned until such time as the new council is able to fully take these on and shape them.

In this context, this refreshed deal, alongside the Crawley Economic Vision sets out the direction of travel and key priorities for the next decade. It sets out the themes critical to the future success of the Crawley economy and key priorities for investment. Over the coming months it will form the basis of a wider discussion with stakeholders to develop a collective ownership of the future economic agenda for the town.

The Government's Devolution and Local government reorganisation (LGR) white paper sets out a proposal for greater freedoms and flexibilities at a local level. It is therefore crucial to refresh local growth priorities within the renewed Crawley Growth Deal, as this will enable the borough and county to maintain momentum in progressing delivery of a programme of local place-based regeneration/ housing schemes and economic plans, which will facilitate take up by Crawley's successor unitary authority and Mayoral Combined Authority to continue delivery. This will further boost Crawley's resilience and adaptability in the face of evolving economic, environmental, and social challenges.

The refreshed Deal will encourage sustainable growth through the coordination of effort and resources. The realisation of the Growth Deal's aims will enable Crawley to continue to attract high quality business and residential development investment to the Borough as well as enhanced visitor numbers, all of which is critical to securing the future prosperity of the Crawley Area.



Crawley Eastern Gateway

Crawley project areas

Station Gateway Phase 1

Delivery of public space upgrades to The Martlets, Haslett Avenue West, and Friary Way.

Station Gateway Phase 2

Bus lanes and bus station canopy/highways improvements.

Crawley Town Centre East Regeneration Plan

This is a major strategic development opportunity which seeks to regenerate six key sites in Crawley Town Centre East.

Queensway Stores

This scheme seeks to convert redundant commercial space in the heart of Crawley Town Centre into modern, good quality small business space.

Gatwick Green strategic employment site

Work together with the site owners to bring forward this strategic employment site and to attract commercial space investment which will unlock business and jobs growth.

Safeguarded land to the south of Gatwick Airport

Seek and secure the release of 500 hectares of safeguarded land to enable major long-term economic growth.

Crawley Heat Network – Phase 2

Phase 2 will aim to incorporate newer and greener technology through a switch to a low carbon heat source.

Crawley Town Centre to Gatwick Airport Sustainable Express Way

Hydrogen Bus Express Way

Reduce the bus journey time from the Airport to Town Centre.

Gatwick Airport – Manor Royal -Town Centre Arterial Cycle/Walking (Route A(ii))

This scheme will establish a single arterial Active Travel route for local commuters to Manor Royal and the Airport.

Three Bridges Railway Station improvements

Improvements to benefit pedestrians and cyclists and provision for picking up and dropping off passengers by car and taxi.

Crawley Town Centre Orbital Cycle Route W&C

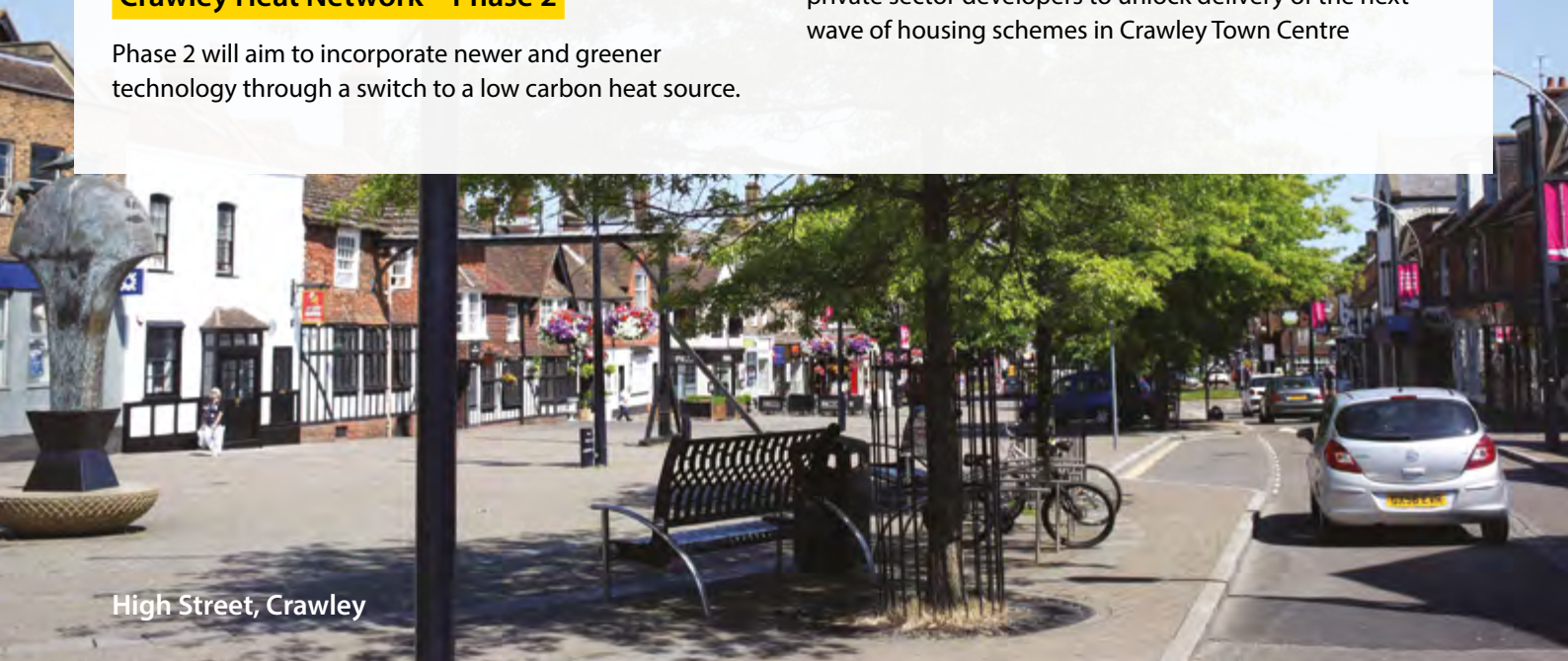
This scheme will improve cycle route connectivity by completing the single separated orbital cycle route around the periphery of the town centre core

Crawley Town Centre Regeneration Stage 5

A public realm regeneration scheme to transform The Broadway, the Southern Boulevard, the Broadwalk and Church Walk pedestrian routes.

Crawley Town Centre Neighbourhood – housing programme

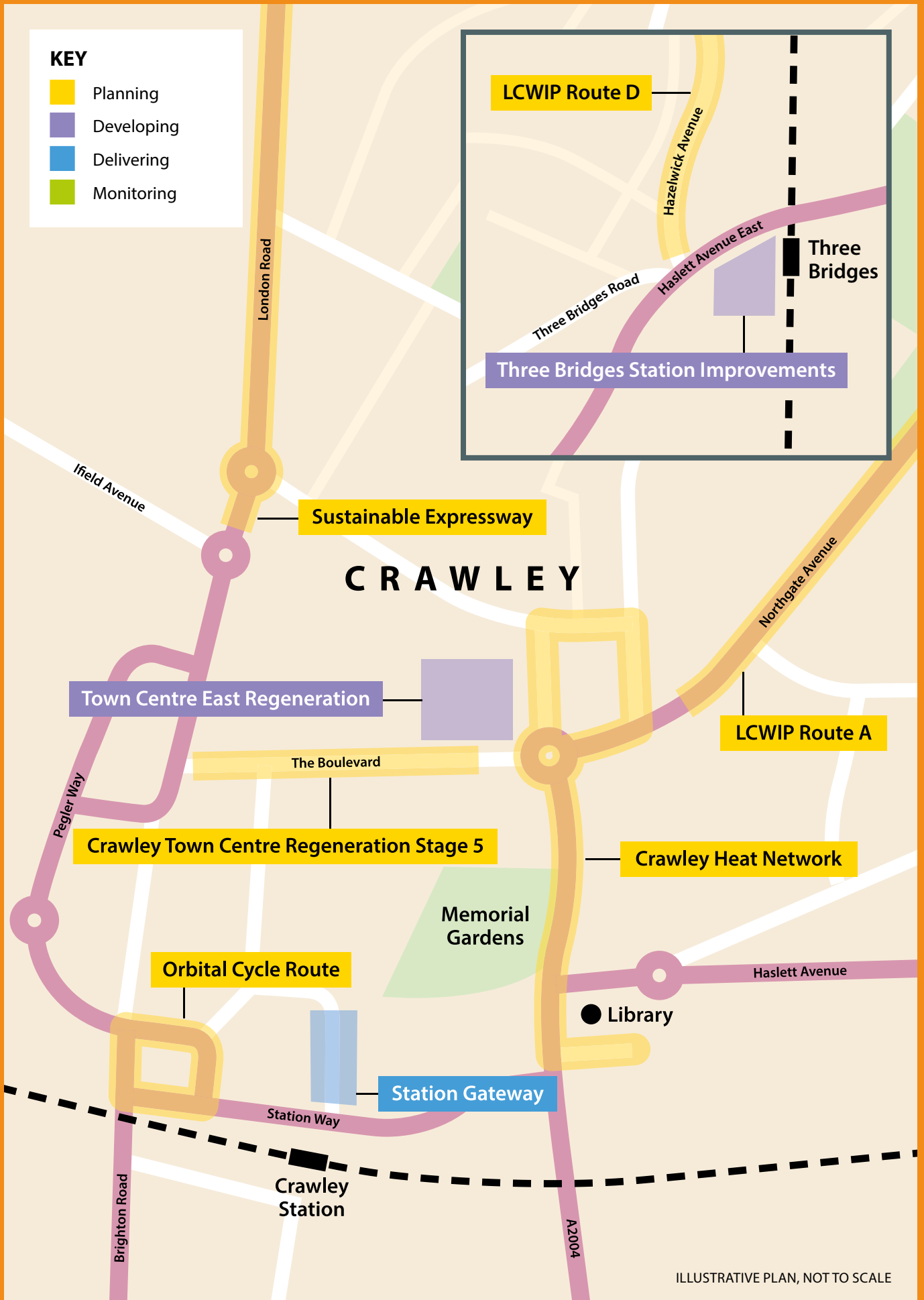
Joint working between both authorities, stakeholders, and private sector developers to unlock delivery of the next wave of housing schemes in Crawley Town Centre



High Street, Crawley

KEY

- Planning
- Developing
- Delivering
- Monitoring



ILLUSTRATIVE PLAN, NOT TO SCALE

Manor Royal project areas

Manor Royal – Transform the business environment

A clear spatial vision for upgrading the business district, identify key opportunities for improving the biodiversity and ecosystem services and existing parking arrangements.

Manor Royal Active Travel Infrastructure Upgrade

Improve the walking, cycling, and wheeling infrastructure in Manor Royal.

MoveIT – Manor Royal

Encouraging businesses and their employees to shift from their cars.

Fleming Way, Manor Royal Cycle Route scheme

The scheme will improve the active travel arterial connections in Crawley including route LCWIP P.

East Crawley Corridor

Improvements to A2011 Hazelwick Junction and active travel connectivity including route LCWIP D.

Manor Royal and Town Centre Superhub

This scheme seeks to significantly boost the levels of bus patronage by redesigning and upgrading the quality of bus waiting areas.

Crawley Innovation Centre

Progress the Crawley Innovation Centre as a significant tech small business networking hub and a major asset for economic growth.

Manor Royal

Re-energise Manor Royal (REMR) sits within a wider ecosystem of Manor Royal BID projects, including energy partnerships, green infrastructure, and the heat network initiative.

KEY

- Planning
- Developing
- Delivering
- Monitoring



GATWICK AIRPORT



ILLUSTRATIVE PLAN, NOT TO SCALE

1

Principles of a Growth Deal

Above: Gatwick Airport

The Growth Deal principles are the foundations for the Growth Programme to support strategic relationships and guide decision-making and project prioritisation. There will be other statutory processes including planning, programmes and projects not covered by the Growth Deal, but the Councils will work together to achieve the most effective outcomes for communities.

The Growth principles, to which both authorities are committed, are set out below.



Partnership

Bringing together various parts of the relevant Councils to collaborate and maximise resources under a shared vision.



Efficient and effective

Associated projects managed together efficiently and effectively within the growth programme whilst bidding jointly for more resources to deliver new projects over five years.



Social value

We will demonstrate the principles of social value to provide local economic, social, and environmental benefits at all project stages.



Sustainable and net zero

Working together to deliver carbon efficient, sustainable projects and initiatives across the growth programme.



Attracting funding

Agree to align, prioritise, and maximise funding from all available funding streams. External funding is critical to enable the capacity and capability to deliver the projects.



Arts, heritage, culture

Capitalise on culture's role in community place-making, identity, resilience, and cohesion – delivering a creative town narrative that reflects the uniqueness of place, enhancing civic identity and enhances civic pride.

2



Crawley's demographic, wider context and census data

Above: Pocket Park, Manor Royal

Unlocking Crawley's economic growth potential through enhanced productivity, investment, innovation and employment land capacity.

Crawley is a vital economic hub in West Sussex, contributing 22.5% of the county's total GVA in 2023, equivalent to £5.863 billion. Its economy is heavily centred around Gatwick Airport, the Manor Royal Business District, and the town centre, which together support 90,000 jobs and 3,475 businesses, 86% of which are micro-enterprises. However, Crawley's economic reliance on aviation, 18% of local employment, makes it particularly vulnerable to external shocks. This was illustrated during the COVID-19 pandemic, when Crawley's GVA plummeted by 21%, compared to a regional average decline of 7%. Business dynamism also shows signs of strain: in 2023, business closures slightly outpaced startups, and the number of new economy firms per 10,000 population was just 16.9, well below the UK average of 26.7 and far behind Brighton (48.4) and London (45.8)

To boost long-term resilience and competitiveness, Crawley must prioritise boosting employment land capacity, productivity growth, innovation, and investment. The expansion of Gatwick Airport could bring an additional £1 billion into the economy every year and create 14,000 jobs across the region, but sustainable growth will depend on expanding into high value business sectors, which can boost

the productivity of Crawley's economy and unlock higher-paid better-quality jobs. Manor Royal is already home to over 600 firms with a strong presence in sectors prioritised by the government's Industrial Strategy such as advanced manufacturing, digital and AI, life sciences, defence and clean energy, yet ongoing gaps in the right type of commercial space infrastructure to enable prototyping, scale up and commercialisation in these sectors are limiting innovation. Initiatives like the Crawley Innovation Centre are promising, but unlocking investment in research and development facilities, manufacturing and shared tech spaces is crucial to foster the long-term growth of these industrial clusters whilst reducing reliance on aviation.

Crawley also faces a limited supply of large-scale industrial and warehouse plots, current sites in Manor Royal and other employment areas in the Borough are too small to meet modern business requirements. The adopted new Crawley Local Plan 2023-2040 includes the designation of a major new strategic employment site at Gatwick Green, which will deliver a substantial 13.7–17.9 ha of new industrial space/ logistics land, making it a significant opportunity to achieve economic output and jobs growth and to attract further industrial and logistics business investment into the borough.



£5.863b

Crawley's contribution to West Sussex GVA in 2023.

3,475

Number of businesses supported by Gatwick Airport, Manor Royal Business District and Crawley town centre.

90,000

Number of jobs supported by Gatwick Airport, Manor Royal Business District and Crawley town centre.

22.5%

Crawley's contribution to West Sussex GVA in 2023.

14,000

Additional jobs that could result from Gatwick Airport expansion

18%

of local employment is reliant on aviation.

In Crawley town centre, the Create Building offers almost 80,000 square feet of new Grade A commercial office space to attract corporate tenants and retain the area's professional business services and financial services clusters. Over decades these sectors (1,000+ jobs) have been a fundamental contributor to town centre employment, business activity and consumer spend and enhancing their presence in the town centre is considered critical to future town centre prosperity as well as being integral to the government's industrial strategy given that both are priority sectors.

Meanwhile the ability for Crawley's economy to deliver economic growth on a more substantial scale, boosted by the projected long-term expansion of Gatwick Airport (via the approved northern runway scheme), is being significantly constrained by the continued safeguarding of around 530 hectares of land to the south of the Airport and to the north of the Manor Royal Business District. Releasing the land and extending Manor Royal, taking account of environmental constraints, would be a logical choice to drive employment and economic growth.

This safeguarding is currently backed up by government policy through the National Aviation Framework 2013 and the draft Aviation Strategy (2018) – 'Aviation 2050: the Future of UK Aviation', which still supports the principle of safeguarding land for the long term, however this was published seven years ago and crucially this was prior to:

- Gatwick Airport publishing their own Masterplan in July 2019, which provided scenarios for airport growth by making more efficient use of the existing runway and prioritised bringing the emergency 'northern' runway into routine use ahead of the development of a wide spaced runway to the south of the Airport.
- Gatwick Airport securing Development Consent Order (DCO) approval for its Northern Runway Project from the government in October 2025, allowing for significant

£1 billion

Additional annual income that could result from expansion of Gatwick Airport.

80 million

Potential capacity of passengers per year without the need for a third runway.

growth from 43 million passengers per annum up to a capacity of 80 million without the need for a third runway to the south.

- Stansted Airport securing approval in May 2021 to expand from 30 million passengers per annum to 51 million ppa and government approving the expansion of Luton Airport in April 2025 from 18m to 32m ppa by the 2040s (a high court challenge against this decision was dismissed in December 2025).
- The government selecting Heathrow Airport's £33 billion third runway proposal as the preferred scheme to inform the 2026 review of the Airports National Policy Statement – a huge scheme to increase passenger volume from 84mppa to 150m.

The cumulative effect of the above means the London/South-East area now has a future proofed multidecade air capacity pipeline stretching well into the 2050s. This is without even factoring in any constraints on aviation growth that may be brought to bear by the need to limit greenhouse emissions to mitigate climate change. This is a compelling case for government aviation policy to be updated to remove the need for the 530 hectares of land to be safeguarded.

Releasing the safeguarded land for development would enable one of the south east's biggest spatial economic development opportunity. Given its prime location in Gatwick Airport's hinterland and its excellent connectivity to the national road and rail network, there is a superb opportunity to harness major economic growth to the Airport's growth trajectory through the northern runway scheme. This Growth Deal therefore contains a commitment from both authorities to work together to champion the case for the release of this land for development.



Crawley College STEM building

Bridging the skills gap and strengthening Crawley's workforce

Crawley faces a pressing challenge in skills, education, recruitment, and retention, one that reflects a structural economic imbalance rather than a short-term, cyclical fluctuation. Between 2019 and 2024, local employment fell by 6.7% while national employment rose by 5.4%, signalling a long-term mismatch between the skills of the resident workforce and the needs of the local economy. Of the 15,000 vacancies posted between December 2024 and August 2025, 78% required no minimum education level, suggesting a labour market dominated by lower wage, lower skill roles that limit progression and productivity.

This challenge is compounded by Crawley's qualification profile and talent dynamics. Only 34.9% of residents hold higher-level qualifications (NVQ4+), 11.3% below the national average, while 8% have no formal qualifications. As a result, just 9% of residents occupy senior roles compared with 12.8% across the south east, contributing to a persistent earnings gap, £735 weekly for residents versus £862 for those working in Crawley. Employers consistently report skills shortages, and although Crawley benefits from a net inflow of graduates aged 22–30, it simultaneously experiences one of the lowest student return rates in the UK, ranking fourth lowest among cities

without a university campus. This outflow of homegrown talent highlights the need for stronger local pathways into skilled employment and advanced training.

Recognising that these issues are structural, Crawley has already taken meaningful steps through its Employment and Skills Plan. Progress includes strengthening employer partnerships, launching sector-based work academies, expanding adult learning and digital upskilling programmes, improving careers advice, and piloting tailored employability support for residents facing barriers to work. A major milestone is the establishment of the Sussex & Surrey Institute of Technology at Crawley College, offering advanced STEM focused technical training codesigned with industry partners – an important investment in building a sustainable local talent pipeline.

These interventions demonstrate that Crawley is not standing still, but the scale of the challenge means there is still much more to do. To support long-term sustainable growth and prosperity, coordinated efforts in upskilling, recruitment, retention, and workforce development will be essential. Without sustained structural action, Crawley risks entrenching a two-tier labour market where opportunity and prosperity increasingly flow to those who live elsewhere, rather than to the residents who should be benefiting most from the town's economic potential.

Crawley's climate commitment: emissions, energy, and ecological resilience

Crawley Borough Council and West Sussex County Council have both committed to achieving net zero direct greenhouse gas emissions by 2030, reflecting a shared dedication to addressing climate change. This common goal is embedded in our respective climate strategies: Crawley's Climate Emergency Action Plan and West Sussex's Climate Change Strategy 2020–2030. The renewed Crawley Growth Deal builds on this joint climate agenda, ensuring that sustainability is woven into every initiative to help secure a greener, more resilient future for Crawley.

In 2023, Crawley's carbon emissions totalled 466,442 tonnes CO₂e, with transport and energy use contributing 41% and 47%, respectively. Per capita emissions stood at 3.9 tonnes CO₂e, highlighting the scale of the challenge. Both West Sussex County Council and Crawley Borough Council have committed to achieving net zero in their own operations by 2030. In addition, Crawley Borough Council has set a borough-wide target of achieving net zero emissions by 2045. Measures such as establishing a town

centre heat network, supporting the North Crawley Heat network initiative (fronted by Hemiko), the creation, led by Manor Royal BID, of a new Local Energy Community for solar power, the retrofitting 1835 of residential properties (Crawley Borough Council) delivering around 20% energy savings, and the introduction of hydrogen fuel cell buses by Metrobus on key routes, reflect progress in reducing emissions in high-impact sectors. Continued investment in infrastructure to support active travel and modal shift away from diesel / petrol cars will be important to meeting climate goals and improving air quality.

Alongside carbon reduction, Crawley Borough Council is working to enhance natural capital and support biodiversity. Its Climate and Nature Emergency Declaration and alignment with the Environment Act 2021 reflect a commitment to nature recovery. Planning policy requirements for 10% Biodiversity Net Gain, or the Urban Greening Factor, in new developments, alongside investments in green infrastructure and biodiversity monitoring, embed ecological priorities into development. By integrating sustainability into the Local Plan – including biodiversity protection and climate adaptation – Crawley is laying the foundation for a more environmentally sustainable future.



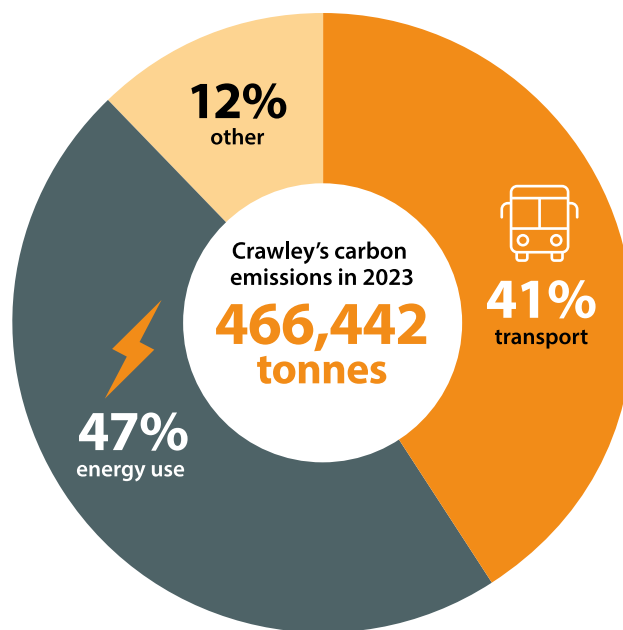
Gatwick Airport's operations also significantly influence Crawley's environmental landscape. In September 2025, the UK government approved Gatwick's Northern Runway expansion, citing the need to increase aviation capacity and stimulate regional economic growth, while ensuring alignment with climate obligations. To manage environmental impacts, Gatwick Airport Limited has committed to a series of requirements, including reducing carbon emissions, protecting water quality, increasing sustainable surface access mode share, and mitigating noise pollution. Monitoring and reporting obligations are also in place to ensure compliance. However, the final decision remains subject to judicial review.

Supporting sustainable development and unlocking sustainable growth

While net zero focuses primarily on reducing carbon emissions, sustainable infrastructure addresses broader systemic needs such as improving transport connectivity, resource management, and digital access. Crawley's Local Plan Transport Strategy reflects this broader approach by prioritising a shift to sustainable transport modes over expanding road capacity, whilst still ensuring critical road junctions are improved to retain Crawley's important road connectivity. For example, these include projects within the Growth Programme as well the M23 Junction 10 and 11 improvements, the Forge Wood junctions, and the A23 Ifield Avenue junction. Whilst there is significant in-commuting into Crawley, about two thirds of the workforce live within the borough and, with residential areas close to employment hubs, there is strong potential to reduce car dependency.

However, challenges such as congestion, limited strategic connectivity, and an over capacity bus station continue to hinder efficient movement across Crawley. Bus journeys between Gatwick and the town centre are frequently delayed due to the absence of priority measures to address bus mobility 'bottlenecks,' while poor intermodal connections at Crawley and Three Bridges stations, used by over 5 million passengers annually, further weaken the overall transport network. These connectivity issues are likely to be compounded by the proposed Airport expansion, which includes a commitment to improve surface access by increasing public transport usage to 55% of air passenger journeys by the third anniversary of the commencement of dual runway operations and to sustain that on an annual basis thereafter. Without coordinated investment in bus and rail services, enhanced interchange facilities as well as interventions to remove bus route 'bottlenecks' and boost bus infrastructure, Crawley risks falling short of the integrated, reliable transport system needed to support both local mobility and regional growth.

Land scarcity remains a key challenge to sustainable growth, with over 500 hectares of 'safeguarded' land for a potential future southern runway mainly south of Gatwick Airport limiting development options. The Local Plan includes a review trigger to allow flexibility to remove 'safeguarding' entirely should national aviation policy change accordingly. This reflects an ongoing commitment to maximise existing land mass for development.



As employment density increases, so does the demand for robust digital infrastructure. Maximising digital capacity, particularly in zones like Manor Royal, is critical to attracting higher value business investment and supporting both residents and businesses in a rapidly evolving economy.

By embedding sustainable infrastructure requirements into broader development plans, Crawley can continue to enhance operational efficiency and future-proof its urban environment.

Designing identity

Alongside requirements for sustainable infrastructure, Crawley must also focus on creating distinct and vibrant places that foster cultural identity and community engagement. This is evident in areas like Manor Royal, one of the UK's largest business parks, where the visual and environmental quality needs to keep pace with its economic importance. Transforming the area into a cohesive, high-quality environment with enhanced outdoor spaces and better access to nature is crucial, the Human Spaces Report – Global Impact of Biophilic Design in the Workplace, shows these improvements directly boost wellbeing (15%) and productivity (6%). These enhancements are vital for attracting and retaining talent,

driving business growth, and reinforcing Manor Royal's identity as a forward-thinking employment hub.

Crawley Town Centre is evolving into a vibrant urban hub, with its residential population projected to reach approximately 6,300 people by 2040, using an average household size of 2.1. However, the area currently suffers from fragmented public spaces, disconnected pedestrian corridors and limited cycling infrastructure which undermine its potential as a cohesive and inclusive environment, deterring investment.

To support future growth, the town centre must integrate new housing with retail and new commercial spaces, activate public and cultural areas, and enhance green spaces as well as public venues to encourage community vibrancy and economic activity throughout the day and evening. As a key intermodal exchange linking rail, bus and active travel, there is a continued need to improve town centre pedestrian connectivity and wayfinding to fully capitalise on this accessibility. Additionally, modern, flexible business premises are needed to support SMEs and startups, helping to diversify the local economy and foster innovation. A unified urban design approach is essential to stitch these elements together, creating a more attractive, functional, and engaging town centre.

Tackling Crawley's housing emergency

In February 2024, Crawley Borough Council declared a Housing Emergency. This was due to the massive shortage in available, affordable living accommodation in the Borough to help meet demand for homes from residents on the housing waiting list. In just a period of eight months nearly 2,800 applications were made for just 243 available homes – over 11 applicants per property. The Council has over 1,200 people living in temporary accommodation and the costs of temporary accommodation to the Council have grown twentyfold since 2019, costing the Council not far off £6m per year.

Crawley also has a significant unmet overall housing need, with a growing population expected to increase by over 16% over the period 2019-2039, reaching 135,262 residents. Its identified housing need over the period 2023 – 2040 is 12,835 (755 dwellings per annum) but, due to the borough's small size and constraints including airport safeguarding and aircraft noise, the recently adopted Local Plan can only make provision for 5,330 dwellings. The affordable housing need for the plan period indicates a net need for 739 affordable homes per year.

At the same time, the water neutrality restrictions imposed by Natural England in 2021 have severely restricted the construction of new homes on sites which are available within the borough, reducing housing supply still further.

Despite the recent withdrawal of the water neutrality requirement by Natural England, there remain major viability challenges to incentivise residential development and investment in the Borough.

It is therefore critical that the new Growth Deal is underpinned by a joint commitment by both Crawley BC and West Sussex CC to progress place making interventions which will yield new housing schemes and unlock major fresh impetus for housing growth and development within the Borough to tackle the housing emergency, delivering affordable housing for local residents well as wider market housing to support the growth of the local economy.

To support future growth, the town centre must integrate new housing with retail and new commercial spaces, activate public and cultural areas, and enhance green spaces as well as public venues.

Beyond Crawley

Crawley Borough Council and West Sussex County Council are strategically positioning Crawley to capitalise on its economic strengths ahead of Local Government Reorganisation (LGR). As the largest employment centre in the Gatwick Diamond, Crawley plays a vital role in driving regional productivity, supported by Gatwick Airport and excellent transport links via the M23 and rail. The councils are working collaboratively to ensure Crawley's economic influence is recognised in future governance structures, with a focus on maintaining strong cross-boundary partnerships and integrated investment strategies that reflect the area's shared labour market and commuter flows.

To reinforce Crawley's role as a regional economic engine, both councils are backing initiatives that promote innovation, high-value job creation, and sustainable growth. This includes investment in infrastructure such as the Crawley Innovation Centre, which will support advanced technologies and attract SMEs. These efforts are aligned with the Gatwick Diamond Local Strategic Statement, which prioritises coordinated carbon-reduction plans and digital infrastructure. By amplifying Crawley's economic assets and fostering inclusive development, the councils aim to secure its leadership in shaping a competitive and resilient future for the wider region.



Forge Wood Neighbourhood



3

MANOR
ROYAL



Themes and strategic priorities

Above: Manor Royal mural

Following a thorough analysis of Crawley’s demographic, wider context, and census data, five themes have been agreed which will be underpinned by a commitment to prioritise sustainability and net zero initiatives. The five themes are described below alongside associated strategic priorities.



1. Boost productivity, growth, investment and innovation



2. Ensure that we have a dynamic and skilled workforce



3. Boost green innovation, enhance natural capital and support the transition to net zero



4. Deliver new development and infrastructure and maximise the benefits of our international transport hubs



5. Sustain our distinctive and vibrant places and grow our visitor economy

1. Boost productivity growth, investment and innovation

Invest 2035, The UK’s Modern Industrial Strategy, sets the Government’s framework for delivering growth, which it is championing as its top priority. The aim is to capture a greater share of internationally mobile investment; it identifies eight growth-driving sectors: Advanced manufacturing; clean energy industries; creative industries; defence; digital & technologies; financial services; life sciences; and professional & business services.

Manor Royal already has a reputation for advanced manufacturing, defence and life sciences and is quickly becoming a strategic base for multinational companies delivering both the next generation of digital and AI infrastructure in the UK and the latest in clean energy technology. To ensure continued success across both Manor Royal and the wider Crawley area, further intervention is needed not only to retain existing businesses but to accelerate the town’s transformation into a modern, digitally enabled economic hub. This will require working closely with energy network operators across electricity, gas and emerging low-carbon solutions and Distribution Network Operators to map future demand on the electricity grid and to encourage the investment and increased capacity required to support Crawley’s growing concentration of energy-intensive, innovation-driven industries, as well as the pressures created by an increasing population.

Strategic priorities:

- **Promote Crawley as an attractive investment and international trade location** – focusing on high value specialisms, making best use of London Gatwick Airport and Manor Royal. Diversifying Crawley’s economic profile and reinforcing the area as a key business destination in the southeast for advanced manufacturing, major life sciences and defence specialisms and innovations in digital and clean energy technologies, alongside key professional services.
- **Grow high value sectors and distinctive clusters and strengthen innovation networks aligned with the National Industrial Strategy** – strengthening strategic partnerships between the college, government (including Innovate UK), and business. Develop a pioneering ‘niche’ innovation identity for Crawley, drawing on the new Crawley Innovation Centre in Manor Royal, benefiting advanced manufacturing, digital and clean energy technologies, logistics and construction.
- **Improve efficiency and value in sectors with modest or low productivity** – including through better utilisation of digital technology.
- **Realise delivery of a new strategic employment site at Gatwick Green and secure release of the safeguarded land to the south of Gatwick Airport** – this will harness major economic growth through new commercial space at suitable locations on this land, so harnessing jobs and business investment anticipated by the Airport’s growth.

2. Ensure that we have a dynamic and skilled workforce

The proportion of the local workforce with management level qualifications (Level 4 and above) is notably below the national average. More of the better paid management and professional jobs go to commuters from outside the Borough and Crawley residents therefore tend to lose out on better paid local jobs. This Growth Deal includes a pledge by both authorities to work together to encourage and enable local business employers to take on and train up Crawley residents to boost the numbers pursuing successful career progression into better paid management and professional level roles within the borough.

Gatwick Airport's Northern Runway project includes a dedicated £20 million fund to deliver its Employment, Skills and Business Strategy, aimed at boosting regional growth and workforce development. This investment will support initiatives such as prioritising local hiring, with a target of 55–65% of the workforce sourced from nearby communities by 2030, and advancing skills and career pathways in high-value sectors like aviation, logistics, and hospitality. The strategy is designed to ensure long-term economic inclusion and prosperity for the region.

Strategic priorities:

- **Increase access to jobs in high value sectors and specialisms by local residents and sustain by boosting quality of the housing mix** developing the right vocational and technical skills including green economy and digital skills. Significantly improve the overall social mobility amongst residents by creating the right conditions for career opportunities within the borough. Incentivise an appropriate variety of housing development to encourage graduates to remain in Crawley or to return. Boost affordable homes to provide more stability for residents to upskill into better quality jobs. Enable business from high value growth sectors in Crawley to recruit successfully from local workforce and overcome skills gaps by ensuring Crawley offers the right skills profile to cater for the needs of current and future employers.
- **Strengthen business engagement in local recruitment, careers, and talent development** – to promote opportunities in West Sussex including through links between employers and education. Crawley Innovation Centre and major businesses in Crawley will actively engage with the new Sussex & Surrey Institute of Technology and the Universities of Brighton, Chichester, and Sussex on opportunities for local workforce tech apprenticeships and skills, SME research and development and business support, and for the Centre to accommodate hi-tech academic 'spin out' enterprises. This commitment to aligning education

with industry needs means that employers will have access to more graduate level and higher skilled local people that are technically proficient and equipped to tackle the challenges of a rapidly evolving job market.

- **Empower the local workforce and facilitate economic inclusion by creating pathways for residents into higher value employment** – supporting priority groups, including those that are hard to reach, into work and promoting workforce diversity. Continue to implement the 'Invest in Skills for Crawley' and 'Employ Crawley' programmes to boost the employability of disadvantaged local residents and transform vocational skills facilities and training provision for residents to enable access to better paid jobs.

3. Boost green innovation, enhance natural capital, and support the transition to net zero

The need to adapt to a changing climate, and reduce further emissions is influencing the production, delivery, and consumption of goods and services. In addition, efforts to enhance biodiversity and reduce the consumption of natural resources will have a strong bearing on the health and wellbeing of Crawley's residents, and its future resilience and economic performance.

In 2024, Airbus, easyJet, London Gatwick, and Air Products launched the London Gatwick Hydrogen Hub to investigate hydrogen infrastructure for zero emission aviation. With early hydrogen powered aircraft expected to operate mainly on short and medium haul routes, London Gatwick's role as the UK's leading airport for these services positions the Hydrogen Hub as an ideal site for research and development. Crawley's proximity presents it with a unique opportunity to become the UK centre for more sustainable 'Green aviation' clean energy solutions.

Similarly, Crawley is enjoying the roll out of the largest hydrogen powered bus fleet in the country thanks to investment from Metrobus – an excellent lever for local transport decarbonisation and the progression of a hydrogen fuel 'hub' in the Borough.

The energy landscape is also changing, with the roll out in Manor Royal of large-scale roof top solar PV panels, supported by the ReEnergise Manor Royal (REMR) programme, a new heat network for commercial premises there and an operational heat network in Crawley Town Centre. More is being asked of our infrastructure. New, innovative technologies are key to supporting a rapidly decarbonising power sector and Crawley is well placed to exploit existing initiatives including through the Crawley Innovation Centre.

Strategic priorities:

- **Position Crawley as a market leader in ‘green’ business innovation and investment** – establish Crawley at the forefront of ‘green growth’ business activity and as a low carbon economy where clean energy businesses thrive.
- **Enhance Crawley’s biodiversity and natural capital** – enhancing the biodiversity, character, and community awareness of Manor Royal by creating interlinking corridors. Develop a Crawley habitat bank to provide long term protection for green spaces. Balancing communities and the pressures on natural resources. Promoting water efficiency measures in new development and encouraging measures to reduce water consumption from existing development.
- **Support the transition to net zero and adapting to a changing climate** supporting businesses, developing clean energy industries, decarbonising transport, commercial buildings, and housing stock, and embedding circular economy principles. Continue to decarbonise both Council’s built stock towards net zero for direct emissions by 2030. Maximise renewable energy generation and storage borough wide to enhance grid capacity and increase resilience. This includes ongoing support for the Re-Energise Manor Royal, with Manor Royal BID continuing to lead business engagement and the Councils providing strategic coordination guidance. Boost the active and sustainable travel infrastructure network in Crawley and establish Crawley as the centre of a major and extensive network of hydrogen fuelled public transport services which in turn will drive sustainable local economic growth.

4. Deliver new development and infrastructure and maximise the benefits of our international transport hubs

A major goal is to harness maximum economic benefits from Gatwick Airport’s Northern Runway scheme. The government considers the delivery of growth as its top priority domestically and this is one of the key reasons it has taken the decision to approve the Northern Runway Development Consent Order and related Airport growth.

Crawley stands to gain significant economic benefits from the Airport’s Northern Runway scheme, with the project expected to act as a major long term engine of local growth. Gatwick forecasts that the scheme will inject around £1 billion into the regional economy every year and create approximately 14,000 new jobs across the South-East, many of which are likely to be concentrated in and around Crawley, given its role as the airport’s primary labour market and business hub. The increased runway capacity

will strengthen Gatwick’s global connectivity, supporting local employers, boosting tourism, enabling business expansion, and enhancing the town’s attractiveness to new investment. With improved airport resilience and higher passenger throughput, up to 80 million annually, Crawley can expect wider supply chain benefits, more demand for local services, and greater economic stability anchored by one of the region’s largest employment centres.

Advancing the infrastructure needed and enabling available land for development to harness the benefits of such growth is vital to achieving the ambitions set out in the Local Plan, which identifies key sites for economic growth and housing development, including a number in the town centre. Crawley takes a proactive approach to sustainable development, ensuring that planning decisions support economic, social, and environmental objectives in a balanced way.

Historically, Crawley’s growth has been through the creation of entire new neighbourhoods, and commercial development at Manor Royal. However, with the Borough facing increasing land constraints and to tackle the Borough’s housing emergency, future growth must focus on delivering higher-density residential development within existing neighbourhoods and the town centre, alongside unlocking underutilised publicly owned assets, to create further opportunities for mixed-use schemes and essential community infrastructure. In addition, the redevelopment and intensification of Crawley’s existing employment locations is critical alongside the delivery of a new Strategic Employment Site at Gatwick Green and action to seek to remove ‘safeguarded’ status from 530 hectares of land south of Gatwick Airport.

To make effective and sustainable use of such land, the identification and delivery of improved public transport and active travel routes needs to be focused on enhancing connectivity between the higher density neighbourhoods, new neighbourhoods on Crawley’s boundaries, the town centre, Crawley’s existing primary economic centres, the new allocation at Gatwick Green and Crawley’s rail stations at Three Bridges, Crawley, Ifield and Gatwick Airport. Enhancing these links will strengthen intermodal exchanges, enabling smoother transitions between walking, cycling, bus, and rail travel. This integrated approach will reduce reliance on private cars and ease congestion and reduce greenhouse gas emissions while also advancing environmental sustainability and economic accessibility.

Retrofitting full fibre broadband into existing development is a costly and disruptive process. Therefore, measures to incorporate the fibre optic cables directly into new development, as part of the construction process, are required. Comprehensive gigabit broadband coverage across Manor Royal is being delivered to boost digital capacity, enabling innovation and competitiveness in the local economy.

Crawley's strategic proximity to Gatwick Airport provides a significant advantage under the UK's New Trade Strategy. As one of the nation's busiest international transport hubs, Gatwick offers direct access to global markets, positioning Crawley as a prime location for export driven businesses and international investment. This connectivity not only supports trade expansion but also underpins opportunities for new infrastructure development such as logistics facilities, commercial spaces, and transport links that enhance Crawley's capacity to attract and sustain high-growth sectors. The strategy's emphasis on expanding trade routes and enabling economic growth aligns closely with Crawley's ambitions and its evolving infrastructure landscape. The 530 hectares of land to the south of Gatwick, should it be released from safeguarding, offers an excellent platform for commercial space, business, and economic growth off the back of trade expansion linked to the Airport's growth.

Strategic priorities:

- **Promote opportunities for new development with supporting infrastructure to enable growth** – by ensuring that the planning system supports sustainable growth, and by maximising the use of our public and community sector assets as exemplified through the Crawley Town Centre East Regeneration Plan.
- **Improve how people and goods move around the town** – reduced journey times through the development of a fast, sustainable transport expressway connecting Gatwick Airport, Manor Royal, and the town centre. This corridor will be supported by strategic upgrades at Three Bridges Rail Station and the Friary Way bus interchange, improving multimodal connectivity and enabling more efficient movement between different modes of travel. Ensure investment in inter-modal interchange infrastructure at Crawley Station Gateway and Three Bridges station is delivered and brought successfully into operation.
- **Enable future-ready digital infrastructure and connectivity** – maximise capacity of digital infrastructure across the Borough, particularly in major employment zones like Manor Royal. Establish Crawley as a first-choice advanced technology business location due to its highly competitive digital infrastructure offer.
- **Maximise the benefits to Crawley's economy from the growth of our international transport hub at Gatwick Airport** – harnessing maximum economic benefits from Airport growth, reinforced by government approval of the Northern Runway scheme, by focusing on international trade, unlocking available land for business investment and attracting global capital in order to drive economic and employment growth. The area can also benefit from a thriving visitor economy more widely and is well-placed for

innovation in aviation, particularly with growing links between Gatwick Airport and the Crawley Innovation Centre. The development of a Town Centre residential neighbourhood with fast connections to the airport can benefit airport workers, as well as workers in Manor Royal and the Town Centre itself.

5. Sustain our distinctive and vibrant places and grow our visitor economy

The Crawley Local Plan 2023-2040 has identified that a 3000-home neighbourhood can be created in Crawley Town Centre but there is a danger that it could become a 'commuter dormitory'. There is a need to ensure vibrant and dynamic socio-economic conditions exist in the town centre to attract investment in new housing and commercial development, and residents to both live and work there. The Local Plan also states that Manor Royal is the principal business location for Crawley and is instrumental to the economic success of Crawley and the wider Gatwick Diamond area. The overarching goal is to retain and enhance the business function in Manor Royal as a key economic strength and boost the quality and diversity of business and employment there, helping to progress Manor Royal as a modern business park.

Significantly improving the quality of the public spaces, infrastructure assets, and commercial frontages across these two major business and employment zones, is critical to the ability to attract further business, jobs, and residential investment. Footfall data suggests the Town Centre is performing well, however recent years have seen several high-profile store closures, which is evidence of decisions being taken by major commercial operators in response to the economic challenges and changing shopping habits. To ensure long-term vitality, there is a growing need to enhance the nighttime economy through improved safety, leisure offerings, and cultural experiences. A more vibrant evening environment will support existing businesses and encourage new investment, increasing dwell time in the town centre.

In addition, there is a recognised need for supporting facilities and staff amenities that are of an appropriate scale and function to support the day-to-day needs of Manor Royal businesses and employees. A focus on high quality design and the provision of improved and inspiring facilities for employees and visitors will further reinforce the status of Manor Royal as a premier business destination, building on the unique business and physical attributes afforded by its location and history.

Gatwick Airport's Development Consent Order (DCO) for its Northern Runway Project has been approved, allowing for significant growth from 43 million passengers per annum up to 80.2 million and an increase in visitors to the local area. It is important there are sufficiently high-quality

amenities leisure and hospitality services available to attract visitors and achieve a sustained growth in visitor numbers.

Strategic priorities:

- **Facilitate the development of Manor Royal as a modern business park** by achieving the delivery of further public realm, environmental and sustainability improvements, boosting amenities to serve Manor Royal businesses and employees.
- **Build homes in the right locations that working aged people can afford** – enable delivery of a vibrant Crawley Town Centre neighbourhood comprising good quality residential accommodation, catering for workers in the borough, including at the expanding airport, whilst also maximising affordable homes for local residents.
- **Boost Crawley Town Centre as a dynamic business growth hub** – create new high quality small business space for micro-enterprises and attract new cultural venues as part of a new cultural quarter to help drive footfall and renewal and establish a rich cultural offer. The creation and roll out of a single regeneration plan, masterplan, and marketing materials to showcase six key sites in Crawley Town Centre East will boost the attractiveness for investment and urban renewal.
- **Harness the unique opportunities for the visitor economy and the nighttime economy to benefit Crawley Town Centre** – centred around Gatwick Airport's exponential passenger growth, there is a fantastic opportunity to create the conditions for a significant uplift in 'short stay' visits in the Town Centre. This would boost the sector's role in amplifying the borough as a place to live, work and invest. There is also a real opportunity to boost the performance of the Town Centre's nighttime economy.
- **Enable the creation of digitally connected places** – including using innovative data technology to develop Crawley Town Centre as a 'virtual village' for new residents, connected to Gatwick Airport and the Manor Royal Business District unlocking vibrancy, opportunity, and real place making added value.

Cross cutting priority: tackle the Borough's housing emergency and boost housing growth to unlock new homes for Crawley residents

The Crawley Local Plan makes provision for the development of a minimum of 5,330 net new homes in the borough for 2023 to 2040. The overall housing need for the Borough over the same period amounts to 12,835, meaning that the Borough has an overall unmet housing need to 2040 of 7,505 dwellings.

The water neutrality requirement imposed by Natural England over a four-year period until the end of October 2025 has slowed housing development dramatically in the Borough, exacerbating the housing shortage and precipitating Crawley BC's housing emergency declaration. Annual housing completions have dropped by 77% in Crawley from 568 in 2020-21 to 130 in 2023-2024. The latest housing delivery figures are just 44% of the annual target compared to 2020-2021 when delivery achieved 150%.

Development of a new residential neighbourhood in Crawley town centre

The major slowdown in housing delivery has also stifled momentum with new affordable homes delivery and significantly hampered Crawley Growth Programme aspirations to realise the town centre's new residential neighbourhood. This would broaden housing choices for younger adults facing severe affordability pressures in West Sussex, particularly in Crawley where limited supply and rising rents have led to overcrowded or insecure living situations. By increasing availability, supporting affordable homes, and placing residents close to jobs, transport, and amenities, it would help young workers and first-time renters stay in the area. For older residents, centrally located, step free homes could reduce isolation and improve access to essential services, though the benefits depend on age friendly design and safe public spaces that make denser living workable.

The Crawley Local Plan has allocated sufficient new housing sites within the town centre for a new neighbourhood of 3,000 homes – notably 58% higher than the number of homes in the Forge Wood neighbourhood. A new neighbourhood comprising good quality, higher density homes is considered a critical ingredient for a sustainable, prosperous, and economically vibrant future for the town centre. This new Growth Deal recognises the crucial importance of regaining momentum to progress delivery of the town centre's new residential neighbourhood and boost overall housing delivery volumes, particularly off the back of Natural England's withdrawal of the water neutrality requirement for new development.

Our Growth Deal commits both authorities to work together to enable new housing schemes, including close working with town centre stakeholders and developers to unlock housing sites at Station Gateway; Telford Place; County Buildings; the old Town Hall site, the northern parcel of Crawley College, Cross Keys, other 'Town Centre East' locations and other 'above ground floor retail' locations. The schemes listed would achieve over 1,000 additional town centre homes.

4



Sources of funding

Above: Entrance to Memorial Gardens

The previous Crawley Growth Deal helped to attract over £50million of funding to support delivery of Growth and OPE projects (including major highways projects). This funding was in the form of the combination of government Local Growth Fund (LGF) monies from the government via the LEP and Local Authority (WSCC and CBC) capital programme allocation.

Other sources of funding in the Growth Deal included Central Government grants (MHCLG – Towns Deal Fund and DfT BSIP – fund) alongside S106 and CIL allocations. The Growth Deal has also encouraged inward investment from the private sector for the form of planned and secured development from stakeholders such as Rainier Developments, Gatwick Airport, Chichester College Group (Crawley College), and the Arora Group.

Sources of funding include (but are not limited to):

Previously secured funding for Crawley Growth Programme – Phase I

- Section 106 and/or Community Infrastructure Levy monies
- Central Government Department of Transport Bus Service Improvement Plan
- Central Government Ministry of Housing, Communities and Local Government Towns Fund
- Central Government Department for Education
- Coast to Capital Local Growth Fund
- Partnership revenue and capital contributions
- Business rate retention scheme
- One Public Estate Programme and Brownfield Land Release Fund

Potential future funding sources for Crawley Growth Programme – Phase II

- Section 106 (including the Northern Runway s106) and/or Community Infrastructure Levy monies
- WSCC and CBC capital programmes
- Central Government Department for Transport Active Travel England
- Sussex Mayoral Combined Authority
- Ministry of Housing, Communities and Local Government
- Capital or revenue funds prioritised by partners
- Arts Council England
- Heritage Lottery Fund
- DfT Bus Service Improvement Plan Fund
- Private sector contributions – Gatwick Airport, Manor Royal BID, Metrobus, Arora Group etc.



Governance

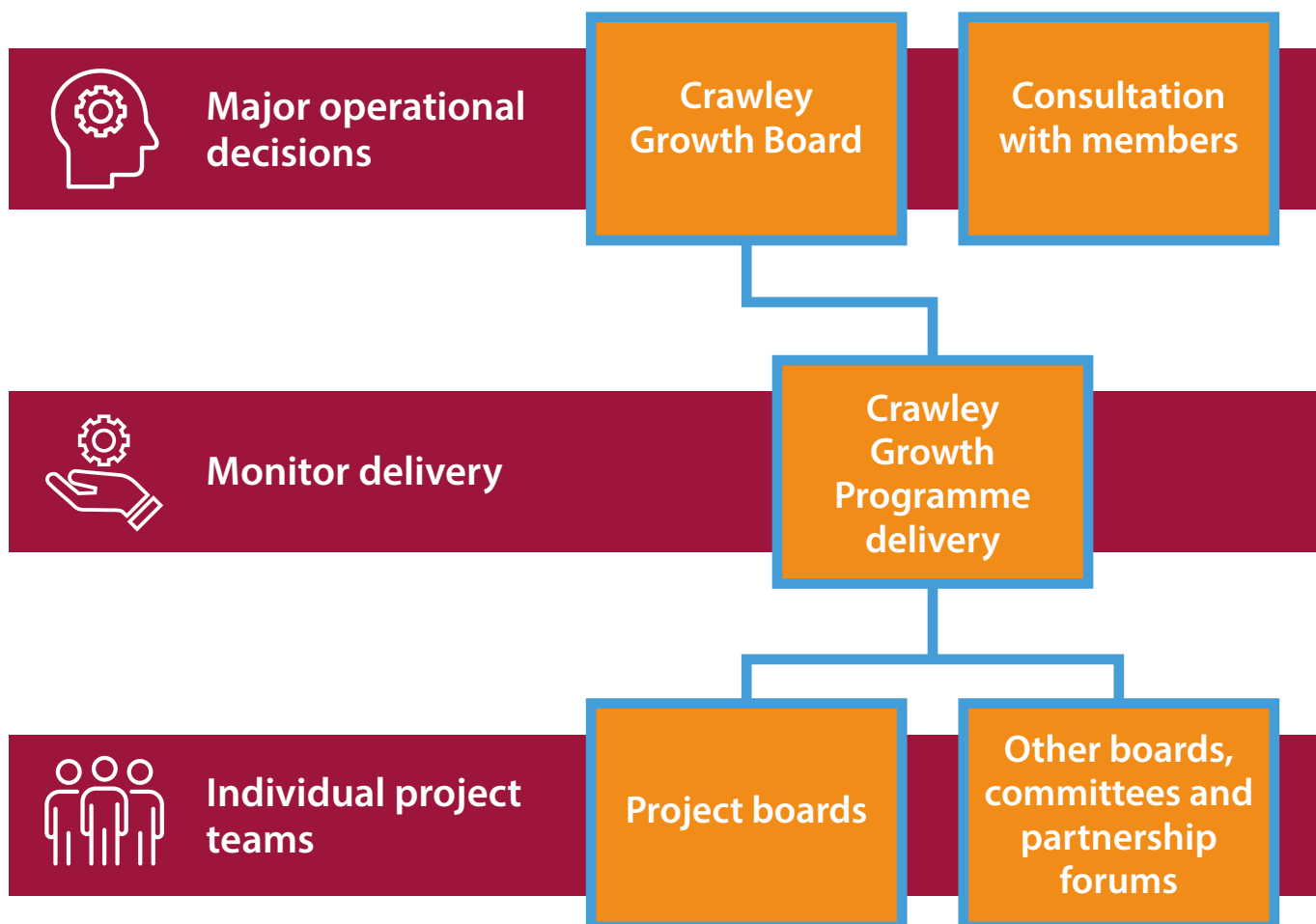
Above: The Create Building

Retention of the existing Crawley Growth Programme Governance Framework will ensure that the Growth Deal principles are achieved, and that the Growth Deal priorities are effectively progressed. In addition, the Growth Programme will be subject to an annual internal audit to ensure that governance is adhered to. The diagram below reflects the hierarchy of programme governance and Appendix C outlines the role of each layer.

Priorities and ways of working highlighted in this Growth Deal do not remove or alter the statutory duties of either Council and do not suggest or represent any pre-determination with respect to planning issues. The statutory planning process will be progressed as required for all proposals identified.

Some issues and items will be commercially or politically sensitive and, in such instances, handled within each of the Council's established internal procedures.

A joint communications strategy will be agreed to ensure that the Councils work jointly to keep media, partners, stakeholders, and residents informed of progress. Press releases and external communications will be jointly agreed prior to issue. The Growth Deal will be reviewed initially after six months and then annually with any proposed amendments being agreed by Leaders, Cabinet Members and Chief Executive Officers. Local Councillors will be engaged on a project-by-project basis.



Appendix A

The project development framework

The Project Development Framework below identifies key stages and steps used by both authorities, working together, to progress the development of regeneration projects set out in the Action Plan within this Growth Deal (**Appendix B**). A range of service areas within the councils may be responsible for the delivery of a particular project, and they may also require their own prioritisation process. Each priority's overall aims are outlined in the Action Plan alongside the shared approach the Councils will take to support and, where appropriate, manage and monitor the progression of associated projects.

The Framework below identifies key decision points as part of project development – projects will only be progressed beyond key decision points when the appropriate governance processes have been completed within each authority. Each project will be at a different stage, as illustrated below, and will be developed in accordance with the respective Council's governance cycles.



The actions outlined represent the status at publication in Spring 2026, with projects expected to progress beyond their current stage. This appendix will be reviewed and updated periodically.



Station Gateway *(artist's impression)*

Appendix B

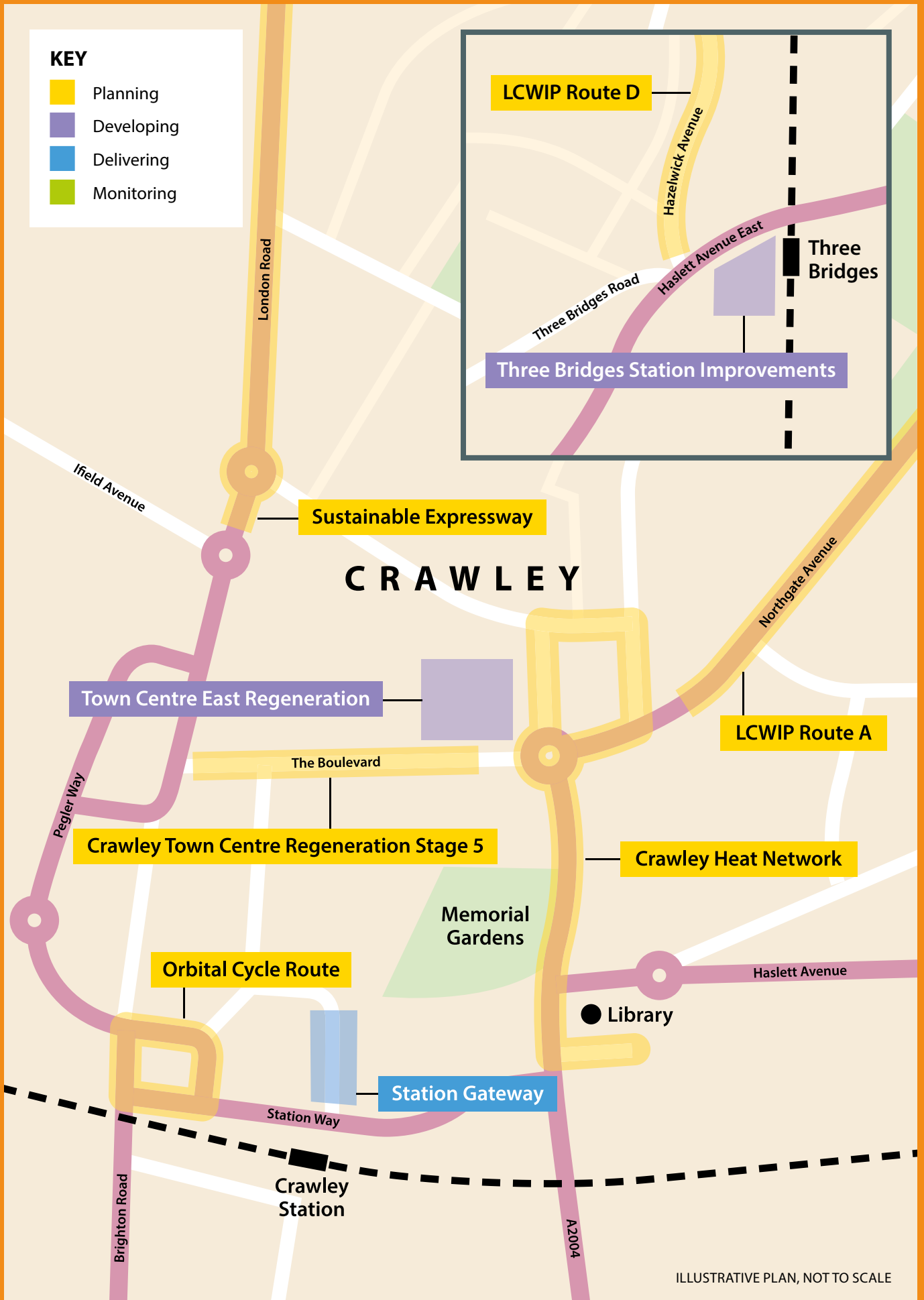
Growth Deal priority projects 2025-2030: action plan

Crawley key priorities ledger


Theme no.	West Sussex Economic Strategy	Crawley One Town Regeneration Plan
1 	Boost productivity growth, investment and innovation	A diverse and resilient economy
2 	Ensure that we have a dynamic and skilled workforce	Skills for the future
3 	Boost green innovation, enhance natural capital and support the transition to net zero	Green transformation
4 	Deliver new development and infrastructure and maximise the benefits of our international transport hubs	Connected Crawley
5 	Sustain our distinctive and vibrant places and grow our visitor economy	Town centre renewal




KEY

- Planning
- Developing
- Delivering
- Monitoring



ILLUSTRATIVE PLAN, NOT TO SCALE

Supports	Project	Action Plan	Lead Authority
	<p>Station Gateway Phase 1 Highway and Public realm improvement 2025-2027</p> <p>Delivery of public space upgrades to The Martlets, Haslett Avenue West, and Friary Way, comprising a new shared space for pedestrians, a new bus station ‘island’ to modernise and boost bus station capacity, new cycle routes in and out of the bus station, low level planting to improve views and highway changes to improve pedestrian space, crossings, and better links to Crawley rail station.</p>	<ul style="list-style-type: none"> • Complete construction and open refurbished/revised bus station to the public. • Monitor project benefits. 	CBC
	<p>Station Gateway Phase 2 Bus Lanes and Bus Station Canopy/Highways Improvements (Subject to Funding)</p> <p>Delivery of new bi-directional bus lanes on the northern carriageway of Station Way, eastbound from the bus station to the Southgate Avenue junction and construction of a ‘state of the art’ bus station canopy and complex on the new bus island. Further public realm improvements on Station Way and new segregated cycle routes east-west/west-east along Station way.</p>	<ul style="list-style-type: none"> • Develop the scheme designs and feasibility. • Develop a business case for obtaining grant funding. • Prepare bid for access to grant funding 	WSCC
	<p>Crawley Town Centre East Regeneration Plan</p> <p>This is a major strategic development opportunity which seeks to regenerate six key sites in Crawley Town Centre East. The sites include Crawley County Buildings and the Old Town Hall sites by WSCC and CBC, respectively. Other sites to be considered include the northern parcel of the Crawley College site, The Boulevard car park area, owned by Homes England and the Queensway commercial block (includes former M&S site). The initial objective will be to draw up a Regeneration Plan for the “Town Centre East Area” area, with the aim of bringing forward these key town centre opportunity sites and creating the conditions for new high grade business space alongside residential units.</p>	<p>County Buildings</p> <ul style="list-style-type: none"> • Progress the optioning of the scheme to the council’s Joint Venture partner. <p>Old Town Hall</p> <ul style="list-style-type: none"> • Complete the demolition of the old Town Hall in line with the OPE BLRF grant conditions. • Undertake an assessment to determine the most viable development and delivery option for the site. <p>Crawley Town Centre East Regeneration Plan</p> <ul style="list-style-type: none"> • Commission consultants to prepare a masterplan and delivery plan for the Town Centre East Regeneration. • Consultants to draw up Crawley Town Centre East. 	WSCC/CBC/ Crawley College and Homes England

Supports	Project	Action Plan	Lead Authority
	<p>Queensway Stores – High grade Small Business space</p> <p>This scheme seeks to convert redundant commercial space in the heart of Crawley Town Centre into modern, good quality small business space, comprising co-working zones, shared office spaces, mini conference space with potentially an incubator for developing a creative economy eco-system.</p>	<ul style="list-style-type: none"> ● Progress the scheme through the planning process. ● Subject to planning permission, agree a framework between WSCC, CBC and the landlord. Refresh business case. ● Securing funding to deliver the scheme. ● Proceed with works procurement, construction, renovation, and repurposing of the site. ● Agree tenancy agreements. ● Monitor benefits. 	CBC
	<p>Crawley Innovation Centre</p> <p>Progress the Crawley Innovation Centre as a significant tech small business networking hub and a major asset for economic growth, so it can help:</p> <ul style="list-style-type: none"> ● Expand more widely Crawley’s cluster of hi-tech advanced engineering businesses. ● Boost high value employment <p>Scale up hi-tech SMEs to manufacture their products using industrial space in Manor Royal.</p>	<ul style="list-style-type: none"> ● Enhance the tech facilities and services on offer for communal use by tech-SMEs at the Innovation Centre (for example 3D printing facility). ● Infrastructure investment to further develop the “green growth” credentials of the Centre ● Roll out of audio-visual infrastructure and services across the Centre ● Additional facilities / infrastructure to enhance the quality of the experience for tech-SME tenants 	CBC
	<p>Unlock major new commercial space at Gatwick Green strategic employment site</p> <p>Work together with the site owners to bring forward this strategic employment site and to attract commercial space investment which will unlock business and jobs growth.</p> <p>The site aims to meet demand for larger industrial/logistics units — not currently available in Manor Royal or other Crawley employment areas — thereby not only retaining businesses but also supporting economic and business growth.</p>	<ul style="list-style-type: none"> ● Work with site owners to progress development and secure approval of site masterplan with agreed highways, sustainable transport, and active travel connectivity. ● Work with site owners to promote the Gatwick Green site as part of Crawley and wider Sussex regional inward investment campaigns and to attract commercial space investment to unlock growth in jobs and in the economy. 	CBC

KEY



Planning



Developing






Delivering



Monitoring

Supports	Project	Action Plan	Lead Authority
	<p>Seek and secure the release of safeguarded land to the south of Gatwick Airport</p> <p>Work together to promote and secure the release of over 500 hectares of safeguarded land to the south of Gatwick Airport to enable major long term economic growth, including the delivery of new employment land and commercial space investment harnessed by Airport expansion.</p>	<ul style="list-style-type: none"> Engage in dialogue with government representatives to seek updates to aviation policy which reflect recent aviation growth approvals for airports across the south-east, which demonstrate that safeguarding the land south of Gatwick airport is no longer necessary. Develop and launch a promotional campaign which highlights the significant economic and business growth that could accrue from the release of safeguarded land for commercial space development. Secure the need to release the safeguarded land south of Gatwick Airport as a major priority in Crawley's Economic and Placemaking Vision and in the emerging Sussex Mayoral Authority's Growth Plan. 	CBC
	<p>Crawley Heat Network – Phase 2.</p> <p>Phase 2 will aim to incorporate newer and greener technology through a switch to a low carbon heat source. Alongside the expansion of the existing network to supply existing and new developments across the town centre including 700 homes, along with:</p> <ul style="list-style-type: none"> Magistrates Court Police station Bridgefield House, Telford Place & Old Town Hall development Crawley College & development site County Buildings development. 	<ul style="list-style-type: none"> Options for the future operation and expansion to be examined. Undertake a Heat Zoning Study for Crawley. Commercialisation. Construction Consideration as to benefits of integrating town centre and emerging Manor Royal District Heat Networks. 	
	<p>Re-Energise Manor Royal (REMR)</p> <p>REMR sits within a wider ecosystem of Manor Royal BID projects, including energy partnerships, green infrastructure, and the heat network initiative. The next phase is about scaling, embedding, and sustaining the benefits.</p>	<ul style="list-style-type: none"> Provide ongoing support to Brighton & Hove Energy Services Co-operative (BHESCo) to expand business participation. Promote success stories and build a culture of sustainability Investigate funding and investment opportunities. 	CBC/ WSCC/ MRBID/ BHESCo

KEY Planning Developing Delivering Monitoring

Supports	Project	Action Plan	Lead Authority
	<p>Crawley Town Centre to Gatwick Airport Sustainable Express Way.</p> <p>Hydrogen Bus Express Way Reduce the bus journey time from the Airport to Town Centre by:</p> <ul style="list-style-type: none"> • A2011 Tushmore Junction improvements • Installation of Bus Lanes along the routes from the Town Centre to Gatwick Airport • Traffic light improvements along the routes from the Town Centre to Gatwick Airport • Installation of traffic enforcement infrastructure along the routes from the Town Centre to Gatwick Airport • Considering with Metrobus a new “Crawley Express Way” bus service. 	<ul style="list-style-type: none"> • Identify the pinch-points along the road networks that reduce current bus journey times from the town centre to Gatwick airport. • Develop viable projects to ameliorate these pinch-points. • Identify long term hydrogen storage options. • Investigate potential funding sources and secure resources to deliver the highways enhancements necessary. • Confirm potential Developer Contributions (CIL) 	WSCC/CBC/ Metrobus
	<p>Gatwick Airport - Manor Royal -Town Centre Arterial Cycle/ Walking (Route A(i)). This scheme will establish a single arterial Active Travel route for local commuters to Manor Royal and the Airport.</p>	<ul style="list-style-type: none"> • Review Crawley LCWIP and Refresh • Determine scheme route • Seek approvals • Complete scheme detailed design. • Confirm potential Developer Contributions (CIL & S106) 	
	<p>Three Bridges Railway Station Improvements This scheme seeks to:</p> <ul style="list-style-type: none"> • create a new “eastern access” to the Station for pedestrians and cyclists. • improve the physical environment of the station forecourt area and taxi rank • improve provision for picking up/dropping off passengers by car / taxi • improve the transport interchange facilities • review bus shelters and enhance the bus waiting area at the station • improve significantly pedestrian and cycle links into the station • Improve access to the station by sustainable forms of transport. 	<ul style="list-style-type: none"> • Agree outcome of station change and Basic Asset Protection Agreement procedure with Network Rail and GTR. • Review and determine the scheme budget and refresh business case • Freeze the design of the scheme. • Undertake detailed technical designs. • Achieve land exchange deals between WSCC and Network Rail and adopt new highway area. • Undertake the procurement for the works delivery of the scheme. 	CBC
	<p>Completion of Crawley Town Centre Orbital Cycle Route W&C This scheme will improve cycle route connectivity by completing the single separated orbital cycle route around the periphery of the town centre core, linking existing cycle route provision, and connecting Crawley Town Hall, Crawley College, Telford Place, Crawley rail and bus stations and Crawley High Street.</p>	<ul style="list-style-type: none"> • Develop the scheme designs • Develop a business case for obtaining grant funding. 	CBC

Supports	Project	Action Plan	Lead Authority
	<p>Crawley Town Centre Regeneration Stage 5 – The Broadway/ The Boulevard</p> <p>A public realm regeneration scheme to transform The Broadway, the southern Boulevard; the Broadwalk and Church Walk pedestrian routes through to Crawley High Street.</p>	<ul style="list-style-type: none"> • Assess viable opportunities to improve the public realm and frontages on the High Street and Town Centre. • Commission an options appraisal. • Investigate potential funding sources. • Draw up a business case to seek grant funding 	CBC
 	<p>Crawley Town Centre Neighbourhood – housing programme</p> <p>Joint working between both authorities, stakeholders, and private sector developers to unlock delivery of the next wave of housing schemes in Crawley Town Centre, with a particular focus on the following site opportunities:</p> <ul style="list-style-type: none"> • Station Gateway/Overline House • Moka • The Former Town Hall site • County Buildings • Crawley College northern parcel • Town Centre East sites • Telford Place 	<ul style="list-style-type: none"> • Oversee finalisation of Town Centre East Regeneration Plan by consultants and launch • Produce wider Town Centre SPD and Masterplan • Work with developers / site owners to progress housing schemes, subject to full planning permission. • Scope out other housing site opportunities and progress concept designs • Draw up detailed layout proposals 	CBC/WSCC

KEY



Planning



Developing



Delivering



Monitoring

KEY





- Planning
- Developing
- Delivering
- Monitoring







GATWICK AIRPORT



ILLUSTRATIVE PLAN, NOT TO SCALE

Supports	Project	Action Plan	Lead Authority
  	<p>Manor Royal - Transform the business environment Manor Royal Public Realm Improvement Plan</p> <p>Informed by Manor Royal BID's Projects Pack, which sets out deliverable transformative projects and a clear spatial vision for upgrading the business district. The next phase of public realm improvements will be agreed and delivered in partnership with Manor Royal BID</p>	<ul style="list-style-type: none"> ● Assess viable opportunities to improve the public realm in Manor Royal from those identified in the Manor Royal Projects Pack. ● Identify opportunities for quick wins (improvement schemes to be delivered in the short term). ● Commission an options appraisal. ● Investigate potential funding sources. ● Draw up a business case / funding bid ● Agree Improvement Plan for next phase. 	WSSC/ CBC/ MR BID
	<p>Manor Royal Biodiversity Net Gain Plan</p> <p>Identify key opportunities for improving the biodiversity and ecosystem services in Manor Royal.</p>	<ul style="list-style-type: none"> ● Assess viable opportunities to improve biodiversity in Manor Royal, identified within the Manor Royal Green Infrastructure Framework. ● Identify opportunities for quick wins (improvement schemes that can be delivered in the short term). ● Commission an options appraisal. 	
	<p>Manor Royal – Congestions</p> <p>Existing parking arrangements, inconsiderate and long-term parking behaviours.</p>	<ul style="list-style-type: none"> ● Undertake a detailed assessment to determine the extent of the issue and establish a pipeline of viable measures 	
	<p>Manor Royal Active Travel Infrastructure Upgrade</p> <p>Improve the walking, cycling, and wheeling infrastructure in Manor Royal</p>	<ul style="list-style-type: none"> ● Undertake a detailed assessment to determine the gaps/ barriers in the active travel infrastructure. ● Itemise a pipeline of viable measures to improve the active travel infrastructure in Manor Royal. ● Prepare business case, secure funding ● Undertake the delivery of improvement measures. 	WSSC/CBC/ MR BID
	<p>MoveIT – Manor Royal</p> <p>Encouraging businesses and their employees to shift from their cars onto the new infrastructure for public transport and active travel: walking; wheeling; and cycling.</p>	<ul style="list-style-type: none"> ● Assess the results of the surveys with the view of implementing action plan. ● Seek further funding resources to implement the action plan. 	MR BID/ WSSC/CBC

Supports	Project	Action Plan	Lead Authority
	<p>Fleming Way, Manor Royal Cycle Route scheme, from junction with Gatwick Road to County Oak Way. LCWIP Route Pi)</p> <p>The scheme will improve the active travel arterial connections in Crawley.</p>	<ul style="list-style-type: none"> • Complete scheme detailed design. • Work with Active Travel England on developing a viable grant application. 	WSCC
 	<p>East Crawley Corridor – Maidenbower to Manor Royal</p> <p>A2011 Hazelwick Junction improvements</p>	<ul style="list-style-type: none"> • Complete scheme detailed design. 	WSCC
	<p>Centre of Maidenbower neighbourhood to the Manor Royal Business District, via Three Bridges station. LCWIP Route D.</p> <p>This scheme will improve the active travel connectivity between a residential neighbourhood; Three Bridges mainline rail station and a major employment zone.</p>	<ul style="list-style-type: none"> • Complete scheme detailed design. • Work with Active Travel England on developing a viable grant application. 	CBC
	<p>Manor Royal and Town Centre Superhub and Bus Shelters</p> <p>This scheme seeks to significantly boost the levels of bus patronage by redesigning and upgrading the quality of bus waiting areas in Manor Royal and the Town Centre</p>	<ul style="list-style-type: none"> • Identify opportunities for installing additional superhubs. • Investigate potential funding sources. • Co-operate with Borough bus shelters supply and maintenance contractor • Prepare business case and bid for funding. 	CBC

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Appendix C

Governance roles

Crawley Growth Board

The Growth Board will comprise senior officers of the two Councils (including the Chief Executive at CBC and the Director of Communities at WSCC) as well as responsible officers from both. The Board will meet at least quarterly or as required to:

- Provide strategic leadership and direction to the Growth Programme.
- Take major operational decisions.
- Ensure the alignment of investment to support the delivery of the Growth Programme.
- Monitor Growth Programme and OPE projects, considering progress made and if required agreeing remedial action to enhance delivery.
- Examine new opportunities to progress strategic growth projects, ensuring joint governance decisions and project initiation are taken as appropriate where projects involve a clear partnerships approach.
- Be appraised of issues and obstacles affecting project delivery, agreeing remedial action to boost progress where appropriate.
- Support the development of project teams to ensure the appropriate combination of officer input and expertise in key disciplines is achieved.
- Consider business cases for individual Crawley Growth programme schemes to determine whether they merit proceeding towards a bid for funding and delivery.
- Monitor the financial management of the Growth Programme, ensuring that the Programme continues to operate within set and agreed budget parameters.

Consultation with members

This Crawley Growth Programme Member consultations are attended by elected members and senior officers from both WSCC and CBC. This meeting will take place on a quarterly basis unless required to meet outside this remit. This meeting will:

- Appraise elected members on the direction of the projects in the programme with the view to provide members with a comprehensive overview of programme progress.
- Highlight risks and issues emanating from the programme with the view to provide elected members with an early warning and an opportunity to contribute to risk mitigation.
- Provide an avenue for elected members to raise their concerns about the strategic and detailed direction of the projects as well as the impact and outcomes of the programme.
- Arrange communications events about the opening and/or closure of schemes with elected members.

Crawley Growth Programme delivery team meeting

The Crawley Growth Programme Delivery Team meetings are attended by officers from both councils, with other delivery partners invited by exception and as required. Meetings of the 'Programme Delivery Team' will take place monthly unless required to meet outside of this remit.

Senior finance officers from both authorities will be invited to attend these meetings at least once a quarter.

The meeting will:

- Assess and steer all projects within the Crawley Growth Programme.
- Consider the progress of projects across the Growth Programme to inform reporting to the Growth Board.
- Undertake regular financial management reviews to identify issues and ensure correct finance and audit process.
- Agree recommendations or risks being escalated to Growth Board, including on investment options and proposals during the design and development stages to provide, if required, directions and extra impetus for individual projects.
- Decide when business cases for new projects are ready to present to Growth Board for consideration.
- Maintain partnership stability.
- Plan and monitor communication and engagement.

Individual project teams

The individual project teams will drive forward the delivery of each project within the Growth Programme. The arrangements of individual project teams and project management techniques used will be determined by the relevant councils and service areas. Project Team lead officers, and other officers providing technical input, will convene regular Project Board meetings which will take operational decisions to progress project delivery, and which will feed back to and update the Growth Board via the Crawley Programme Delivery Team meetings. Stakeholder engagement and communication, also proportionate to individual projects, will enable effective communication, assist in timely decision making, support the Councils statutory obligations, and input to other functions, where required.

Other boards, committees and partnership forums

A range of other wider Boards, Committees and Partnership Forums are likely to have an interest, function, or involvement in the progression of the growth projects identified within the Growth Programme, which will take account of feedback from these entities.



Tilgate Lake

Appendix D

Key documents and strategies consulted

UK Government

- Invest 2035, The UK's Modern Industrial Strategy.
- National Bus Strategy: 2024 Bus Service Improvement Plans
- UK greenhouse gas emissions: local authority and regional
- The UK's Trade Strategy

West Sussex County Council

- WSCC Our Council Plan 2021–25 priorities
- West Sussex Economic Strategy 2025–2035
- WSCC Corporate Plan
- West Sussex Transport Plan 2022–2036
- Climate Change Strategy

Crawley Borough Council

- Crawley Local Plan 2023–2040
- Crawley Infrastructure Delivery Schedule 2023–2040
- Crawley 'One Town' Economic Recovery Plan 2022–2037
- Crawley Economic Profile of Crawley, February 2025
- Crawley Climate Emergency Action Plan
- Crawley Local Cycling and Walking Infrastructure Plans
- Crawley Town Investment Plan (Towns Fund)
- Crawley Town Centre Regeneration Programme
- Crawley Employment and Skills programme

Other Sources

- Manor Royal Projects Pack 2023–2028
- Manor Royal Transport Study
- The Manor Royal Green Infrastructure Framework
- Centre for Cities 2025
- ONS
- The United Nations 17 Goals of Sustainable Development
- Onward – The Social Mobility Penalty
- Human Spaces Report – Global Impact of Biophilic Design in the Workplace
- The relative benefits of green versus lean office space: Three field experiments
- Gatwick Surface Access Commitments

Historic High Street

- ↑ Crawley Museum
- ↑ Crawley Leisure Park
- Toilets →
- Town Hall →
- Crawley College →



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