



Greater Brighton Economic Board

**18 July 2023
10.00am**

AgriFood Centre, Plumpton College, BN7 3AE

AGENDA



ADUR & WORTHING
COUNCILS



Lewes District Council



MID SUSSEX
DISTRICT COUNCIL



University of Brighton



University of Sussex

**Coast to
Capital**



Members:	<p>Councillors: , Cooper, Davis, Ash-Edwards, Jones, Nicholson, Parkin, Sankey and Gunner</p> <p>Business Partners: Trevor Beattie, Prof. Debra Humphris, Prof. Debbie Keeling, Anthony Middleton (Coast to Capital), Dean Orgill, Dan Power and Andrew Swayne</p>
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Contact:	<p>John Peel Democratic Services Officer 01273 291058 john.peel@brighton-hove.gov.uk</p>
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AGENDA

PART ONE

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1 RATIFICATION OF CHAIR

2 PROCEDURAL BUSINESS

(a) Declaration of Substitutes: Where Members of the Board are unable to attend a meeting, a designated substitute for that Member may attend, speak and vote in their place for that meeting.

(b) Declarations of Interest:

- (a) Disclosable pecuniary interests not registered on the register of interests;
- (b) Any other interests required to be registered under the local code;
- (c) Any other general interest as a result of which a decision on the matter might reasonably be regarded as affecting you or a partner more than a majority of other people or businesses in the ward/s affected by the decision.

In each case, you need to declare

- (i) the item on the agenda the interest relates to;
- (ii) the nature of the interest; and
- (iii) whether it is a disclosable pecuniary interest or some other interest.

If unsure, Members should seek advice from the committee lawyer or administrator preferably before the meeting.

(c) Exclusion of Press and Public: To consider whether, in view of the nature of the business to be transacted, or the nature of the proceedings, the press and public should be excluded from the meeting when any of the following items are under consideration.

NOTE: Any item appearing in Part Two of the Agenda states in its heading the category under which the information disclosed in the report is exempt from disclosure and therefore not available to the public.

A list and description of the exempt categories is available from the Secretary to the Board.

3 MINUTES OF THE PREVIOUS MEETING

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To consider the minutes of the previous meeting held on 7 February 2023

GREATER BRIGHTON ECONOMIC BOARD

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9 THE ECONOMIC IMPACT OF THE UNIVERSITY OF SUSSEX (PRESENTATION)

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For further details and general enquiries about this meeting contact John Peel (01273 291058, email john.peel@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk

Date of Publication - Monday, 10 July 2023

The Date of the next meeting is 24 October 2023

GREATER BRIGHTON ECONOMIC BOARD

10.00am 7 FEBRUARY 2023

COUNCIL CHAMBER, HOVE TOWN HALL

MINUTES

Present: Councillors Mac Cafferty (Chair) Appich, Ash-Edwards, Cooper, Neocleous and Jones

Business Partners: Trevor Beattie, Joanna Havers, Dean Orgill, Dan Power, Prof. Roseneil, Andrew Swayne

PART ONE

17 PROCEDURAL BUSINESS

17a Declarations of substitutes

17.1 Councillor Neocleous was present as substitute for Councillor Parkin.

17.2 Joanna Havers was present as substitute for Prof. Humphris.

17b Declarations of interests

17.3 There were none.

17c Exclusion of the press and public

17.4 In accordance with Section 100A of the Local Government Act 1972 ("the Act"), the Board considered whether the public should be excluded from the meeting during consideration of any item of business on the grounds that it is likely in view of the business to be transacted or the nature of the proceedings, that if members of the public were present during it, there would be disclosure to them of confidential information as defined in Section 100A (3) of the Act.

17.5 **Resolved-** That the press and public not be excluded.

18 MINUTES OF THE PREVIOUS MEETING

17.1 **Resolved-** That the minutes of the previous meeting be approved as the correct record.

19 CHAIR'S COMMUNICATIONS

19.1 The Chair provided the following communications:

“It is hugely disappointing that no Local Authority in the city region was successful in round 2 of the Levelling Up fund. Five excellent projects were put forward from across Greater Brighton that would have generated huge benefits to those communities, and I share in the collective disappointment that none of these bids have been taken forward by Government.

Unfortunately, I think this illustrates once again that the entire government decision-making process for allocating funding is deeply flawed. It is an appalling waste of council resources and staff time and creates huge uncertainty.

The Levelling Up announcement comes at a time when council’s face extremely difficult decisions on their finances following years of council funding cuts, combined with unprecedented demand for our services, the highest inflation in a generation, the impact of a crippling pandemic and the cost-of-living crisis.

While the Government’s ambitions to level-up regional disparities across the UK is something I think we would all agree in principle, the key to achieving this is through greater fiscal devolution that provides certainty and allows us to plan spend over a long period. This would support regeneration in our areas and allow us to take an evidence-based approach to investment and regeneration that will result in the best return for the region’s citizens, businesses and wider economy.

These points were made by Brighton & Hove’s Chief Executive, Geoff Raw, to the Housing, Communities and Levelling Up Select Committee at the end of last year during an evidence session into their inquiry into Levelling Up funding.

Further coordinated representation to parliament and government on these matters should continue to be made so that the city region has a voice in the Levelling Up agenda. I would welcome a more grown-up relationship with Government, which would see greater fiscal devolution at a local and city region level so that we can take the decisive action needed.

What this latest announcement also demonstrates, and something we have discussed as a Board many times before, is the importance of not relying on Government support and to feel empowered to act where we can in moving forward with projects that support the city region economy and our transition to net zero.

With that in mind, I want to take the opportunity to highlight some of the work that is progressing and where the city region is already leading the way, through collaboration, pooled resources and partnership. This is especially true of our Net Zero work.

The Board is already making great progress on building resilience, sustainability and carbon reduction through the GB10 pledges. With officer support now in place, the next priority is to develop the Transition to Net Zero Action Plan, which will bring together all of the Board’s workstreams relating to climate change, sustainability and resilience into a coordinated action plan which will support the region transition to a net zero economy.

The next phase of the Greater Brighton Food Plan is progressing, with a tender exercise underway to commission specialist support to properly cost and develop investment plans for the city region food system. A Task & Finish Group has also been established to drive the Food System Transformation agenda, develop partnerships and align core work in this area, ultimately resulting in agreed investment plans for the city region food system.

The work of Hydrogen Sussex also continues at pace and I welcome the extremely positive engagement with the Hydrogen strategy from all partners and congratulate everyone involved with the progress made to date. We will be hearing more about the emerging strategy and route map later in the meeting.

Work is also progressing on the Creative Industries Strategy, a joint commission between Greater Brighton and Coastal West Sussex Partnership. Consultants were appointed at the end of last year and work has begun in earnest on the data gathering and stakeholder engagement aspects of the work. Roundtable events with all Local Authorities and industry representatives will be taking place over the next month.

With the Creative Industries also identified by Government as having a significant role to play in the levelling up agenda, the strategy will enable us to strengthen the city region's position and maximise existing and potential opportunities to unlock growth. A report is expected to be ready by the end of April and the strategy and delivery plan will cover the period 2023 – 2028”.

20 THE ECONOMIC OUTLOOK FOR GREATER BRIGHTON

20.1 The Board considered a report of the Chair, Greater Brighton Officer Programme Board that provided the results of the research and analysis undertaken by the Institute of Employment Studies (IES) into the impact of the economic turbulence in Greater Brighton and made proposals in response to those findings.

20.2 The following matters were raised during discussion of the item:

- Observations on the high housing and childcare costs in the region that affected the employment market
- The need to understand what sectors re-skilling would be best targeted toward
- The need for better data on the employment sector

20.3 Resolved-

- 1) That the Board notes the findings and recommendations of the report by IES on the current economic outlook for the city region.
- 2) That the Board tasks the Greater Brighton Programme Board to look at actions and interventions that can be made by Greater Brighton to support businesses and residents through the cost-of-living crisis, as well as opportunities for economic growth and aligned funding bids.
- 3) That Board agrees to set aside circa £20,000 to commission work on a city region dashboard and regional analysis, with specific focus on skills, housing and business support. The expectation is that a quarterly report will come to the Board with an update on the economic outlook with a focus on a key priority area and proposed recommendations for interventions.
- 4) That the Board agrees a letter should be sent by the Chair, on behalf of the Board, to the Chancellor and the Secretary of State for Levelling Up, Housing and Communities, calling for more support for businesses in the city region and sustainable funding, to address inequalities and local imbalances within the region, in line with the Levelling Up agenda.
- 5) That the Board acknowledges the response from the Secretary of State for Levelling Up, Housing and Communities, attached as an Appendix and welcomes the offer of officials from the Department visiting the city region.

21 GREATER BRIGHTON HYDROGEN STRATEGY

21.1 The Board considered a report of the Chair, Greater Brighton Officer Programme Board that presented the Greater Brighton Hydrogen Strategy, funded by the Greater Brighton Economic Board (The Board), and asked for the Board's endorsement of the findings, analysis, and action plan, which will form the basis of future work to promote and support a hydrogen economy in the city region.

21.2 The following matters were raised during discussion of the item:

- That the region was well positioned to benefit from growth in the sector and a focus on skills and training in the area would strengthen that position
- Possible uses for hydrogen beyond fleet
- Hydrogen was unlikely to be rolled out at scale in the near future

21.3 Resolved-

- 1) That the Board notes the findings of the Greater Brighton Hydrogen Strategy (Appendix 1) and agrees that this should form the basis of future work on hydrogen in the city region.
- 2) That Board agrees to receive a future report outlining proposals for Hydrogen Sussex to become a self-sustaining organisation.

22 GREATER BRIGHTON INVESTMENT PROGRAMME UPDATE

Resolved- That the Board note the report and the Investment Programme Update at Appendix 1.

The meeting concluded at 11.15am

Subject:	Greater Brighton Food Plan
Date of Meeting:	18 July 2023
Report of:	Chair, Greater Brighton Programme Board
Contact Officer: Name:	Angela Blair
Email:	Angela.Blair@brighton-hove.gov.uk
LA(s) affected:	All

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 This document updates the Greater Brighton Economic Board (“the Board) on the development of a Greater Brighton Food Plan.
- 1.2 The findings from scoping existing policy and partnerships in the Greater Brighton city region were presented to the Board in July 2022. In line with the recommendations in that report, work has now been undertaken on preparing an investment plan for infrastructure, business support and training. This assessment of the areas requiring investment will help to shape the final Greater Brighton Food Plan.
- 1.3 The next step is to co-ordinate writing the food plan using and updating these investment plans for infrastructure to transform the city region’s food system.
- 1.4 The recommendations arising from this costing work require Local Authorities to start to align policies, metrics and action focused on food system transformation. An active communications campaign is also required to call business, education and food partnerships to support food system transformation and to gather partner updates on how food system innovations are being embedded into practice.

2. RECOMMENDATIONS:

- 2.1 That the Board agrees to the potential project pipeline included in the Food System Investment Plan at Appendix 1
- 2.2 That the Board agrees to initiate the final phase of work which includes completion of the Greater Brighton Food Plan, overseen by the Task and Finish Group and aligned with leading food policy frameworks.
- 2.3 That the Board allocates £20,000 follow-on GBEB funding to increase capacity to deliver the work necessary to progress the systems approach and the pipeline of costed projects.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The Greater Brighton region has many pre-existing assets that set it up towards being a leader in local food economy development.
- 3.2 All Local Authority areas are at different stages in food system transformation, as both the cost-of-living crisis and action on climate change remain in sharp focus.
- 3.3 Coordinated economic development activities and investment planned at city region level are required to deliver Government Food Strategy objectives i.e.:
 - Food security and sustainable production;
 - Healthier and sustainable eating;
 - The UK as part of a global food system.
- 3.4 City region food systems are the future, being a scale large enough to make an impact, yet small enough to drive local changes. They have a central role to play in strengthening the viability and resilience of regional economies through collaboration and coordination of resources. Food systems transformation requires cooperation, infrastructure and governance to deliver change and affect policies.
- 3.5 The city region needs to co-ordinate food system action to produce various co-benefits and to shape this through a Greater Brighton Food Plan. A first step in co-ordinating the actions we take is to identify the areas where there is further investment needed, and the projects that will be a means for making that investment. The Investment Plan at Appendix 1 is not a list of funded projects, but it forms a pipeline of projects the Board can seek to support. Actual delivery of the projects might be through government funding, considering the best use of public money to deliver public health outcomes, private sector investment, or the allocation of Community Infrastructure Levy. The report identifies potential sources of funding for each project.
- 3.6 The Coast to Capital Strategic Economic Plan 2018-2030 highlights how future economic strengths lie in a range of economic sub-sectors in distinct, localised areas rather than a smaller number of broad sectors across the whole area. This plan identified that further work was necessary with partners to understand what the specific opportunities are for growth in each of these sub-sectors, and what kind of investment is needed to unlock their potential and boost our overall productivity.
- 3.7 This work offers the opportunity to focus on food and drink. For example, the Local Skills Improvement Plan (LSIP) highlights where investment is most needed and this shows where we could couple investment in skills with active food system planning to achieve progress for the GB10 Pledges, particularly around innovation.
- 3.8 **Investment Plan Summary**

The following projects have been costed as part of a whole system approach:

- Dynamic food procurement system - A dynamic food procurement system streamlines the procurement process for local food businesses by connecting them with local suppliers and providing real-time information on availability and pricing.

- Food hub (depot) - This project is modelling a food depot, whose primary aim is to give local producers a route to local markets, increasing the accessibility of local food, and the sustainability of the food supply in the region. It is modelled as a purpose-led commercial business.
- Training and support programmes - This modelling looks at potential training and support programmes for businesses around circular economy practices.
- Community supported agriculture - A partnership between farmers and consumers in which the responsibilities, including financial and other risks are shared.
- Large scale community composting - Community composting diverts household and/or business food waste to produce compost for use locally.

3.9 To achieve broader systems change and economic, health, social, environmental, equity and place-based benefits, these projects are seen as individual elements of one systems change project. Full details and costings are provided in Appendix 1.

3.10 Key economic returns on investment include:

- Increasing local SME revenue generation through opening up access to previously inaccessible contracts
- Reduction in public sector food and catering procurement costs
- Linked job and entrepreneurship creation
- Reduction in Local Authority waste collection
- Revenue generation – compost, subscription fees
- Circular benefit of additional money invested in local economy
- Capitalisation through licensing of the system may be possible should Greater Brighton become an early adopter. Further exploration is needed to look at viability of this income stream
- Job and entrepreneurship creation
- Additional investment in local economy

3.11 Additional health, social, environmental and equity benefits, with the secondary economic benefits that these provide include:

- SMEs converting to sustainable practices in line with system requirements
- Improved employee engagement
- Improved consumer satisfaction
- Improved soil and ecosystem health
- Reduction in food waste
- Reduction in food miles travelled
- Carbon reduction through shorter supply chains, consolidated deliveries, and a shift in production practices
- Increase in healthy food being eaten in public sector institutions
- Reduction in diet-related disease
- Behaviour change impact on dietary choices
- Increase in availability of healthy, local and sustainable food
- Community development and increase in connections
- Increased partnerships and collaboration

- Improved resilience of the local food system, to prevent shocks

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Do nothing and wait for the Government Food Strategy to affect local policy. This is not desirable because we need to increase pace and draw investment in now.
- 4.2 Local Authorities make food plans independently with no strategic leadership, leading to missing opportunities and benefits of working across wider geographies.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The Task and Finish Group membership includes South Downs National Park Authority, University of Sussex, Plumpton College, University of Brighton, Local Authority representation (Arun District Council and Brighton and Hove City Council), local Food Partnership and the Greater Brighton Economic Board Business Manager.
- 5.2 Community engagement and consultation will be through existing or new food partnerships and networks. This work contributes to building social resilience.

6. CONCLUSION

- 6.1 All local authorities in the city region are working on transition plans to achieve resilience and adaptation through Sustainable Development Goals, Circular Economy, Carbon Neutral or Community Wealth Building.
- 6.2 External shocks are increasing and layering up. Mitigating the most immediate harms to populations is the top priority for policymakers, but failure to keep long-term objectives in mind, climate change mitigation in particular, can lead to poor decisions that further embed existing fragilities in economic and social systems.
- 6.3 As part of the development of a Greater Brighton Food Plan we have created investment plans for city region infrastructure, business support and training in alignment with Government Food Strategy and GB10 Pledges on the Environment. Larger projects will require feasibility work and impact assessments before project structuring. The focus is on growth areas and supply chains. Growth opportunities have been identified for smaller projects (quick wins) that may move quickly into implementation phase, depending on local capacity and resourcing.
- 6.4 The recommendations from the Food Systems Investment costing report are to start to attract investment for a Food Hub (Depot) and Dynamic Procurement System whilst advancing interconnectedness of systems investment as a whole.
- 6.5 The existing business, education and food partnerships clearly form the strongest foundation as they cover the breadth of the city region food system and LAs. It is their combined creative potential through the businesses, communities and institutions that will make the next phase of work a success.

- 6.6 Business cases and costings are provided for all five of the shortlisted projects. Business, Education and Local Authority Economic Development Teams are invited to work collaboratively to build upon the food system infrastructure costings and bring into focus the investment required across the City Region.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The recommendation of this report is to allocate £20,000 to support the next phase of work in developing the Greater Brighton Food Plan. This funding will be met from the existing workplan budget and therefore will not require further funding from Board Member organisations.

*Finance Officer Consulted: James Hengeveld, Head of Finance
Date Consulted: 07/07/2023*

Legal Implications:

- 7.2 There are no legal implications.

*Lawyer Consulted: Wendy McRae-Smith, Senior Lawyer
Date Consulted: 05/07/2023*

Equalities Implications:

- 7.3 It is important to create equal opportunities to access affordable, healthy food. Barriers link to inequality and systematic biases embedded within our society.

Sustainability Implications:

- 7.4 Major transformations in the global food system are required in order to meet the 2030 Sustainable Development Goals (SDGs) to end hunger, achieve food security and improve nutrition. The global food system currently contributes to the climate crisis by producing a third of global greenhouse gas (GHG) emissions.

SUPPORTING DOCUMENTATION

Appendices:

1. Greater Brighton Food Systems Investment Costings Project. Final Task and Finish Group Report. Five Shortlisted Project Initial Business Case and Indicative Costings. 15th June 2023

Background Documents

1. [The Local Skills Improvement Plan \(LSIP\) | Sussex Chamber of Commerce](#)
2. [Brighton & Hove City Council - Agenda for Greater Brighton Economic Board on Tuesday, 19th July, 2022, 10.00am \(brighton-hove.gov.uk\)](#)



Greater Brighton Food Systems Investment Costings Project

Task and Finish Group Final Report

Greater Brighton: The Future of Food

23rd June 2023

Produced by Food Matters, Alex Britten-Zondani, Food Systems Consultant, and Brighton & Hove Food Partnership, on behalf of the Greater Brighton Economic Board Task and Finish Group for Food Systems

Alex Britten-Zondani
Food Systems
Consultant



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1. Executive Summary and Recommendations

This report summarises the findings of the Greater Brighton Food Systems Investment Costings Project, commissioned by the Greater Brighton Economic Board, and led by Food Matters, Alex Britten-Zondani, Food Systems Consultant, and Brighton & Hove Food Partnership, from March to June 2023.

The project explored an initial list of potential food systems infrastructure projects that could be invested in across the Greater Brighton region, to bring about economic, health, social, environmental, equity¹ and place-based benefits. Conducting research, gathering existing evidence and interviewing across a range of stakeholders, the project has outlined some initial indicative costings across five potential projects:

- Dynamic food procurement system
A dynamic food procurement system streamlines the procurement process for local food businesses by connecting them with local suppliers and providing real-time information on availability and pricing.
- Food hub (depot)
This project is modelling a food depot, whose primary aim is to give local producers a route to local markets, increasing the accessibility of local food, and the sustainability of the food supply in the region. It is modelled as a purpose-led commercial business.
- Training and support programmes
This modelling looks at potential training and support programmes for businesses around circular economy practices.
- Community supported agriculture
A partnership between farmers and consumers in which the responsibilities, financial and other risks are shared.
- Large scale community composting
Community composting diverts household and/or business food waste to produce compost for use locally.

It is recommended that to achieve broader systems change and economic, health, social, environmental, equity and place-based benefits, these projects be seen as individual elements of one systems change project, which we are calling Greater Brighton: The Future of Food.

The Greater Brighton region has many pre-existing assets that give it the potential to become a world leader in local food economy development, including:

¹ We intentionally use the term *equity* instead of *equality*. *Equality* means each individual or group of people is given the same resources or opportunities. *Equity* recognises that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

- 1) An economy and geography with food already at its heart
- 2) Proximity to valuable markets
- 3) World class knowledge and resources already at its disposal
- 4) Local complementary assets to facilitate a local and sustainable food system

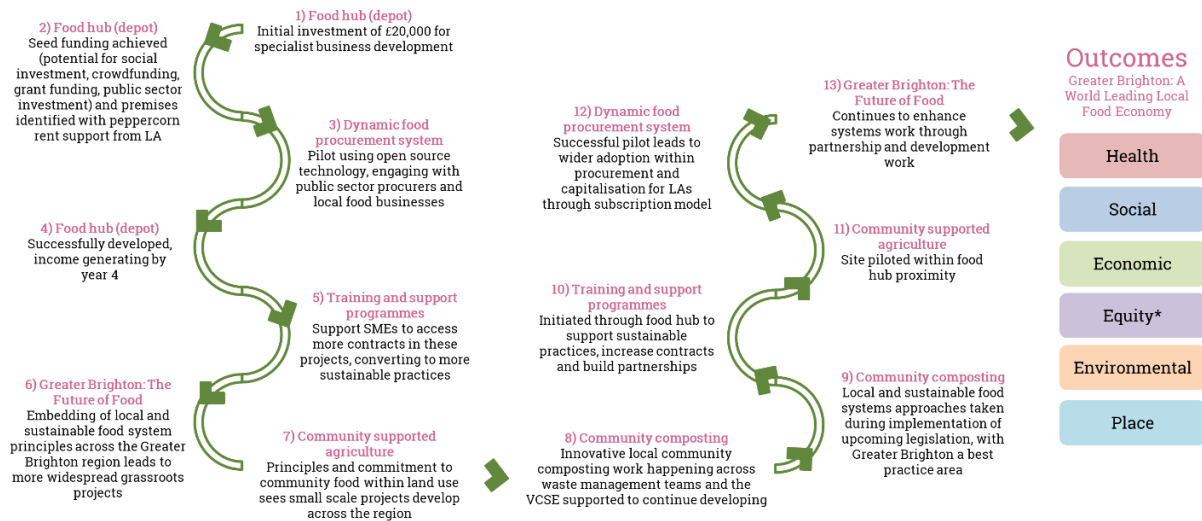
Because food is so integral to so many elements of our lives, investing in food systems approaches has a broad and long-term impact across many areas, including:

- Reducing inequality and tackling the cost-of-living crisis in the long-term, by creating resilient food systems for everyone, not just funding food banks
- Increasing wellbeing and social outcomes through bringing people together and community development
- Improving public health through better access to nutritious food
- Supporting both the rural and urban economy through supporting SMEs
- Tackling the climate crisis and the carbon emissions produced within our food system
- Increasing the quality of the places we live and spend time in
- Ensuring public sector stability through income generation and local economic growth

It is suggested that the Greater Brighton: Future of Food systems project could work to the following potential set of combined strategic objectives:

- 1) Systems approach to economic growth
- 2) Local food to local markets
- 3) Minimum waste, maximum efficiency
- 4) World-leading experts and skilled communities
- 5) Maximised social, health, environmental, equity and place outcomes for every £1 spent

The following diagram outlines one potential success scenario for how a small initial amount of investment, alongside non-monetary commitments to influence change across the region, could produce a snowball effect of systems change and wide benefits for Greater Brighton.



Recommendations

The following recommendations provide a suggested pathway to implementing the Greater Brighton: The Future of Food project, should the Greater Brighton Economic Board wish to do so.

1) Leverage cross-region commitment to building a local and sustainable food system by embedding these principles into policy and practice

Using transformative food systems change principles, and championing the potential outcomes that this approach could achieve. This would mean continuously exploring opportunities to embed these principles into policy and practice across the Greater Brighton region, for example building objectives and targets into strategies, action plans and job descriptions. This will provide the framework and momentum for drawing further outside investment into the work, building further partnership work to leverage existing assets and resources, and ensure that small pilots and grant funding can multiply in effect.

2) Provide seed funding for the next phase of this work

This will require bringing in expertise for further business development and investment planning. The potential model demonstrates that with broad commitment and the right expertise involved, the region does not need to wait for large pots of public funding before beginning the work, and there are multiple opportunities for leveraging external funding. This project will need ongoing support in order to remain investment ready, and maintain the momentum and partnership work that has already begun. Because this recommendation involves engaging specific expertise, in IT, supply chain logistics and related business management, the project team recommend that they not be the lead in taking this forward.

However, the project team are happy to support the transition in identifying the next lead, and further developing the framework for the project.

3) Ensure key metrics and data is collected to baseline and measure the impact of investment

These metrics could include number of households that are food insecure, mapping and reviewing policies that impact the local food system, and environmental impacts of the local food system.

4) Further support the development of the individual project elements explored in this work:

- a. Ask public sector procurement staff and institutions to prioritise the purchasing of food from local suppliers, exploring mechanisms to facilitate this, such as adopting a **dynamic food procurement system**. The [Open Food Network](#) is a free, open-source platform that provides potential to pilot this in a low-cost way.
- b. Identify a viable premises for a **food hub (depot)** and offer it at peppercorn rent for an initial three years
- c. Ask economic development, environmental health and other relevant teams to adopt a targeted approach to supporting local food businesses and food systems work, for example exploring opportunities to run **training and support programmes**.
- d. Support the further development of **community supported agriculture** by embedding the principles of prioritising community beneficial land use into the Greater Brighton Food Plan and relevant local policies, including considering potential use of land for food into planning and decision making.
- e. Highlight and celebrate the innovative **community composting** work already happening across the region, and support waste management teams to embed local and sustainable principles into compliance with the upcoming legislation on food waste, recognising the value that 'waste' can generate economically and environmentally.

2. Greater Brighton: The Future of Food

Unlocking Greater Brighton's potential to become a world-leading local food economy

Why Greater Brighton: Asset-Based Approaches

The Greater Brighton region has many pre-existing assets that set it up to become a world leader in local food economy development, including:

1) An economy and geography with food already at its heart

The Greater Brighton region has 223,000 hectares of farmed area, much of it already publicly owned, over 50 miles of coastline, and protected and maintained areas such as the South Downs National Park and High Weald.

The food economy is of particular importance to the Greater Brighton economy, with a particularly high amount of food SMEs. For example, almost 3 in 10 of all people employed in East Sussex are employed in the food sector. They are employed across 6,705 registered food businesses in East Sussex – the county has double the amount of food businesses per head as Oxfordshire, and five times the amount per head of East Anglia.²

Several particular industries are well developed and important for the region, including:

Horticulture: West Sussex is one of the leading horticulture areas across the UK, and is a particularly fast-growing industry.

Livestock and dairy farming: Livestock and dairy is particularly important to the Greater Brighton region due to the nature of the land, with more land dedicated to livestock on average than the rest of the UK.

Viticulture: As of 2016, when Sussex wine gained Protected Designation of Origin status, Sussex wine accounted for a quarter of the total wine produced in England, more than any other county in the UK, with over 50 vineyards.³

Fishing and marine economy: Greater Brighton is home to some of the UK's oldest fishing fleets, with a strong history in fishing and marine economy.

2) Proximity to valuable markets

With proximity and transport links both to London and Europe, as well as local areas of economic wealth, Greater Brighton is well positioned to capitalise on global trends towards buying food more locally and sustainably. The latest OnePoll research from 2021 showed that

² Recent Food Matters research across East Sussex

³ <https://www.southdowns.gov.uk/food-drink/vineyards-breweries-distilleries/>

73% of the public often or always look for British food when shopping, the highest since the annual research began in 2012.⁴

3) World class knowledge and resources already at its disposal

The Greater Brighton region has a number of world class education institutions with multidisciplinary expertise around food systems, particularly in the universities of Brighton, and Sussex. Of the 12 land-based colleges in England⁵, two are based in Greater Brighton – Plumpton College and Brinsbury College (partially located).

The Greater Brighton region also already has a well-established ecosystem looking to build a local and sustainable food system. Brighton & Hove was the first area to receive Sustainable Food Places' prestigious Gold Award in 2020, and is one of the few councils across the country that has a dedicated Food Policy Coordinator. All Local Authority areas have some form of cross-sector food network or partnership across Greater Brighton.

4) Local complementary assets to facilitate a local and sustainable food system

The region also has a variety of local complementary assets to be utilised for food systems work – the growing horticulture industry in Arun; the logistics infrastructure and expertise in Crawley, which has the largest number of people employed in transportation and storage across the UK; the creative nature of communities across the region; the tourism hotspots of areas such as Brighton & Hove, South Downs National Park and High Weald; to name just a few.

Why A Systems Approach: Building A Local and Sustainable Food System

The project team have particular expertise and experience in food systems work, and are experts in building local and sustainable food system. The following outlines why we believe food systems transformation is something we should all be prioritising, both in where we decide to prioritise public and private sector financial investment, and embedding food systems principles into policy, practice and at the heart of our communities.

At a basic level, a food system is all the activities to take food from farm to flush. This can be visualised in the diagram below, first outlined by the Global Food Security Programme⁶.

⁴ <https://www.nfuonline.com/updates-and-information/new-survey-shows-british-public-wants-government-to-champion-and-protect-british-food-in-trade-deals/>

⁵ <https://www.aoc.co.uk/about/land-based-colleges>

⁶ <https://www.foodsecurity.ac.uk/uk-food-mapping/>



A systems approach means looking at all elements of the system and how they work together, tackling root causes rather than symptoms. It also recognises that all outcomes are also interlinked – we can't reduce the need for food banks without building a more environment friendly system, we can't do that without allowing local SMEs to thrive, and we can't do that without building community power and wealth, and so on. We define the goal as building a local and sustainable food system.

Food is at the centre of our health, our wellbeing, our economic circumstances, our communities and places and how we come together, and how equal or unequal we are as a society.

Because food is so integral to so many elements of our lives, investing in food systems approaches has a broad and long-term impact across many areas, including:

- Reducing inequality and tackling the cost-of-living crisis in the long-term, by creating resilient food systems for everyone, not just funding food banks
- Increasing wellbeing and social outcomes through bringing people together and community development
- Improving public health through better access to nutritious food
- Supporting both the rural and urban economy through supporting SMEs
- Tackling the climate crisis and the carbon emissions produced within our food system
- Increasing the quality of the places we live and spend time in
- Ensuring public sector stability through income generation and local economic growth

Done right, food systems work is about identifying the key leverage points for change, bringing about a snowball effect that combines micro level activities into macro level outcomes.

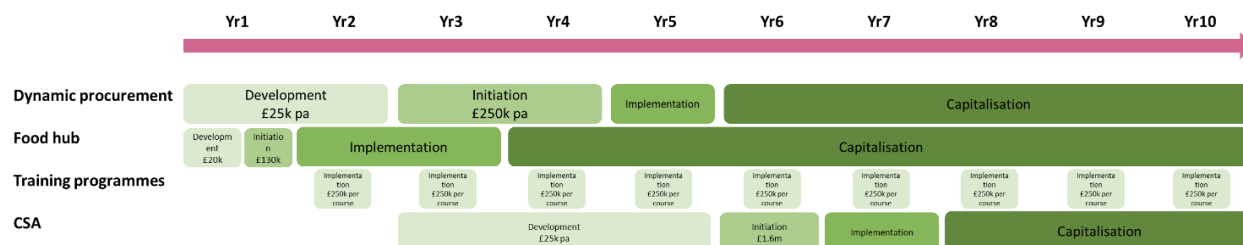
Modelling

The objective of this costings project was to cost and develop investment plans for the city region food system, researching and shortlisting a list of potential investment projects.

The context and existing assets of the Greater Brighton region show that a systems approach to investment could have significantly positive outcomes, developing it as a world leader in local food economy systems.

It is therefore recommended that the potential areas of investment in food systems infrastructure be developed as a single project, capitalising on the complementary nature of the projects to bring about a snowball effect. This means utilising the income generation and wide impact potential of the dynamic food procurement system and food hub (depot) as initial catalyst projects, whilst laying the foundations for other projects to develop over a 10-year period. Much of the investment needed from the Greater Brighton Economic Board is not monetary, but instead supporting in embedding the principles of building local and sustainable food systems, to allow projects to self-develop through communities and partnership work.

The following diagram outlines one potential approach to a timescale for the project.



The following are a suggested set of strategic objectives for the Greater Brighton: The Future of Food:

1) Systems approaches to economic growth

- Maximising the value to the local economy for every £1 spent on food locally
- Direct revenue generation through systems projects investment
- Increasing revenue generation for SMEs
- Job and entrepreneurship creation

2) Local food to local markets

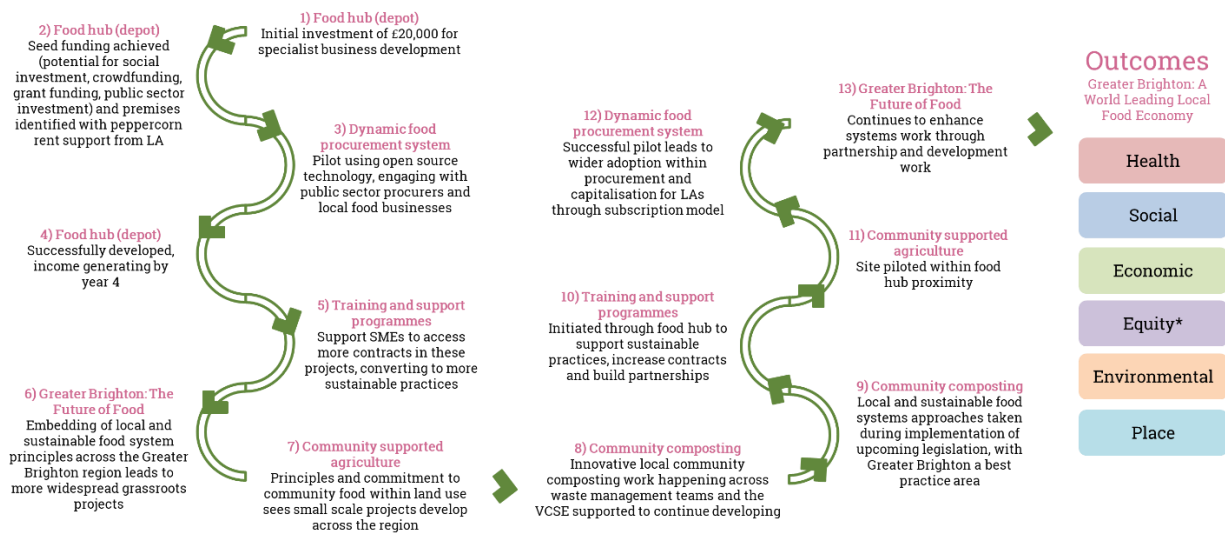
- Increasing local revenue generation through a circular investment approach
- Filling the missing infrastructure gaps - tech, facilities and equipment
- Increasing partnerships and collaboration

- Increasing resilience
- 3) Minimum waste, maximum efficiency**
- Recycling “waste” products back into the system, improving environmental outcomes and reducing LA waste management burden
 - Utilising existing resources and opportunities to add value without additional cost, e.g. return trips in supply chains
- 4) World-leading experts and skilled communities**
- Upskilling businesses and workforce
 - Attract potential entrepreneurs and workforce
 - Behaviour change amongst local populations
 - Connected communities
- 5) Maximised social, health, environmental, equity⁷ and place outcomes for every £1 spent**
- Reduce carbon production
 - Improve soil and ecosystem health
 - Build the resilience of our local food system to prevent shocks and inequality
 - Increase amount of healthy food being eaten, leading to reductions in diet-related disease

Potential success scenario

The following diagram outlines one potential success scenario for how a small amount of just £20,000 investment, alongside non-monetary commitments to influence change across the region, could produce a snowball effect of systems change and wide benefits for Greater Brighton.

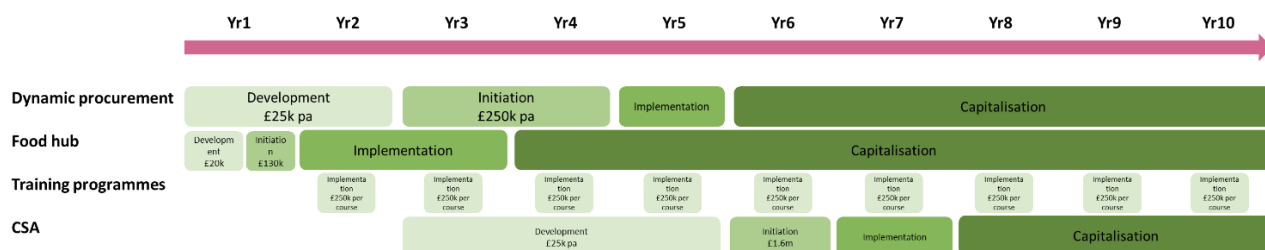
⁷ We intentionally use the term *equity* instead of *equality*. *Equality* means each individual or group of people is given the same resources or opportunities. *Equity* recognises that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.



Indicative costings

Please note: these indicative costings have been formulated on high-level research only, and based on a number of assumptions, explored in more detail in accompanying modelling documents provided separately.

Bringing together the indicative costings provided for each project in the section below, and prioritising the catalyst projects dynamic procurement and food hub, gives the following suggested timeline and outline of costings.



Potential funding sources

The above model shows the potential to begin investment in the project immediately, potentially an initial development grant of £20,000 to conduct further business development (including fund generation) for the food hub, as well as explore opportunities for piloting open source food procurement. The model also align projects so that the capitalisation of initial projects can support the development of future projects.

Some potential funding sources that could be leveraged with further development work include:

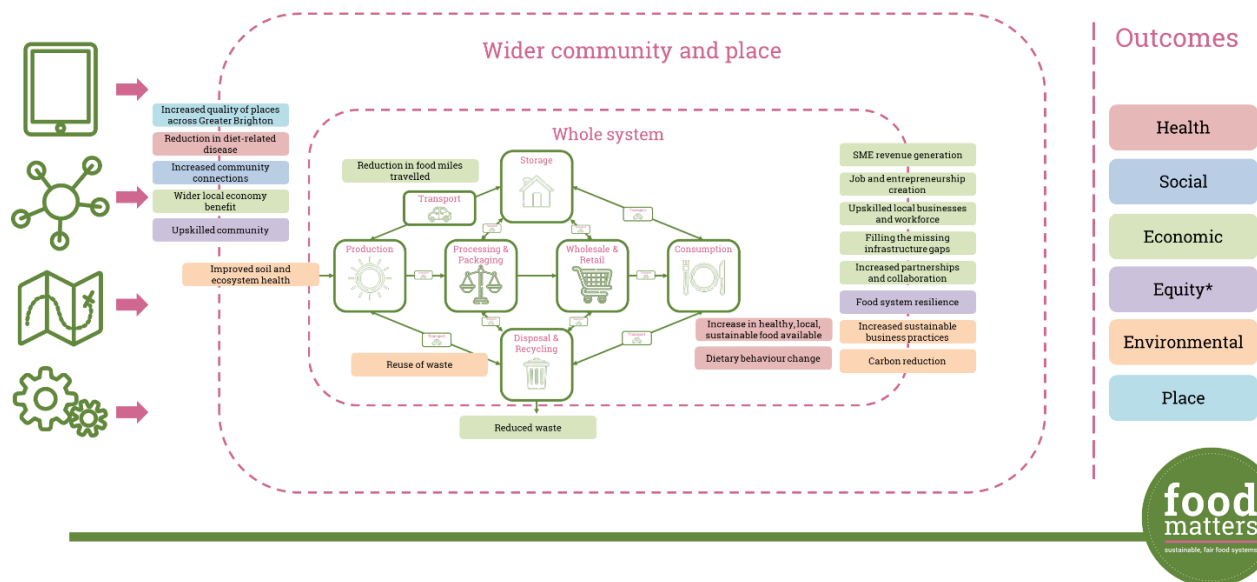
- Large public funds - there would be potential to bring together a large bid across multiple projects utilising Shared Prosperity Fund, Levelling Up Fund, or future expected central government funding pots.

- Grant funding – applying to large grant funders, for example The National Lottery Community Fund, to initially fund the work.
- Portfolio planning – exploring bringing together multiple smaller pots of funding and budgets from across the region to fund different elements of the project.
- Social investment – identifying a social investor who can invest in the food hub (depot) model as a social business.
- Crowdfunding – as was successfully used to launch HISBE sustainable supermarket in the region (HISBE are willing to be a front facing partner for this).

Return on investment

The following table and diagram summarise the key returns on investment for the project, across economic, health, social, environmental, equity⁸ and place outcomes.

Interconnectedness of systems investment



⁸ We intentionally use the term *equity* instead of *equality*. *Equality* means each individual or group of people is given the same resources or opportunities. *Equity* recognises that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

Project element	Indicative costing	Economic return on investment		Health, social, environmental, equity and place return on investment	
<p>Dynamic food procurement system <i>A dynamic food procurement system streamlines the procurement process for local food businesses by connecting them with local suppliers and providing real-time information on availability and pricing.</i></p>	<p>Initial investment of £550,000 across 4 years Income generating from Yr5, with breakeven at Yr9 Opportunity to run low cost pilot using open source software</p>	<p>Increasing local SME revenue generation</p>	<p>% of £40 million annual public sector spend</p>	<p>SMEs converting to sustainable practices Improved employee engagement Improved consumer satisfaction Improved soil and ecosystem health Reduction in food miles travelled Carbon reduction through shorter supply chains, consolidated deliveries, and a shift in production practices Increase in healthy food being eaten in public sector institutions Reduction in diet-related disease Behaviour change impact on dietary choices Increased partnerships and collaboration Improved resilience of the local food system, to prevent shocks</p>	
<p>Reduction in public sector food and catering procurement costs</p>	<p><u>BANES pilot</u> demonstrated 6% savings</p>	<p>Job and entrepreneurship creation</p>			
<p>Additional investment in local economy</p>	<p>£3 return on every £1 spent</p>	<p>Capitalisation of dynamic procurement system</p>	<p>£135,000 annual profit after year 9</p>		
<p>Food hub (depot) <i>This project is modelling a food depot, whose primary aim is to give local producers a route to local markets, increasing the accessibility of local food, and the sustainability of the food supply in the region. It is modelled as a purpose-led commercial business.</i></p>	<p>Initial investment of £150,000 in year one Projected income generating from year 4</p>	<p>Increasing local SME revenue generation</p>	<p>Modelled £1.69 million fresh produce purchased over 5 years</p>		<p>SMEs converting to sustainable practices Improved employee engagement Improved soil and ecosystem health Reduction in food miles travelled Carbon reduction through shorter supply chains, consolidated deliveries, and a shift in production practices Increase in healthy, local, sustainable food available Reduction in diet-related disease Behaviour change impact on dietary choices Community development and increase in connections Increased partnerships and collaboration Improved resilience of the local food system, to prevent shocks</p>
<p>Job and entrepreneurship creation</p>	<p>4 FTE roles, plus apprentices Wider job creation through contracted SMEs</p>	<p>Additional investment in local economy</p>	<p>£3 return on every £1 spent</p>		
<p>Multiple potential sources of revenue generation</p>	<p>Dependent on model – strong evidence for self-sustainability, with potential moderate profits</p>	<p>Multiple potential additional economic benefits</p>	<p>Dependent on model, for example reduction in food costs, increasing</p>		

			entrants into land based sector roles	
Training and support programmes <i>This modelling looks at potential training and support programmes for businesses around circular economy practices.</i>	£245,305 per 6 month circular economy training programme – variable dependent on grant level Minimum £45,305 for operational costs only	Reduction in LA waste collection	336kg of waste saved per business = £336 per training cohort	SMEs converting to sustainable practices Upskilling of workforce Increased partnerships and collaboration Improved employee engagement Improved consumer satisfaction Improved soil and ecosystem health Behaviour change impact on dietary choices
		Increase in local SME revenue generation	Islington case study ⁹ , 95% reported commercial benefits	
		Job and entrepreneurship creation	Islington case study, 1.1 jobs created or safeguarded per business	
Community supported agriculture <i>A partnership between farmers and consumers in which the responsibilities, financial and other risks are shared.</i>	£4,400 annual cost for small scale local veg box scheme for 35 households £2.58 million for large scale site, projected £800k income at Yr5	Increasing local SME revenue generation		Improved soil and ecosystem health Reduction in food miles travelled Carbon reduction through shorter supply chains, consolidated deliveries, and a shift in production practices Reduction in waste
		Job and entrepreneurship creation		
		Additional investment in local food economy	£3.70 return on every £1 spent, Growing Communities data	
Large scale community composting <i>Community composting diverts household and/or business food waste to produce compost for use locally.</i>	£32,000 annually per 1,000 households	Reduction in LA waste collection	10% reduction estimated at £147,000pa	Increase in “waste” diversion back into food system Carbon reduction, estimated 250kg of CO2 saved per 1,000 households Reduction in waste and local, circular economy behaviour change Community development and connections Increase in community volunteering and related positive outcomes Improved soil and ecosystem health
		Revenue generation – compost, subscription fees		

⁹ <https://relondon.gov.uk/business/islington-circular-economy-grants/>

3. Project by Project Costings Overview

a. Dynamic Food Procurement System

A dynamic food procurement system streamlines the procurement process for local food businesses by connecting them with local suppliers and providing real-time information on availability and pricing.

The overall aim is to open up previously inaccessible contract opportunities to SMEs, and shortening supply chains, making them more transparent, to maximise local economic and wider benefits.

The problem

The total amount of food and catering procured in the public sector is £2.4bn annually. Currently, 95% of public sector food in the UK is bought from just 5 companies. The vast majority of sustainable British producers can't get a foothold into the public sector food supply and are getting a rough deal from the global suppliers.

Alongside this, less than half of public sector institutions meet the government's minimum food standards, and buyers don't know where much of the food they are buying comes from - mostly anonymous produce from overseas.

The climate crisis, food security, fragile Just in Time (JIT) supply chains etc. are increasing issues that could be helped by shorter, more transparent supply chains. Buying from local producers can help solve environmental issues while boosting the local economy and possibly reduce costs in the longer term. It also meets requirements in the Social Value Act through maximising wider social, economic and environmental benefits.

Modelling

A dynamic procurement system is a platform open to all primary producers that meet the standards set, secondary suppliers and logistics providers, and procurers to register and contract.

The main variables in the model, with associated assumptions in the costings, are:

- 1) The tech system used
- 2) The target users, and the associated time required for the development phase

[DP UK](#) is the main organisation currently driving a lot of the pilot work across the UK, and on whom our costings are based. However, there are also options to explore other systems, for example the open source [Open Food Network](#).

At a time when SMEs across Greater Brighton have minimal cash reserves and insecure futures, accessing public sector contracts provides an invaluable route to secure contracts and cash flow.

A dynamic procurement system can be accessed by any users allowed by the owner of the system, so can also provide a route to further local B2B commerce, alongside connecting the public sector with local SMEs.

DEFRA is consulting on getting 50% public sector procurement from local producers. Dynamic Food Procurement doesn't mean you stop using large suppliers, it opens up to small ones too, both producers, suppliers and logistics companies. The system prevents larger suppliers from doing loss leader pricing on certain items to win bigger contracts. It will force them to win on that item and nothing else so smaller companies have a better chance.

Context and evidence

The public sector procurement model has only been piloted once in the UK in a food context, in Bath and North East Somerset. It showed promising results, including, crucially, that local sourcing can be more cost-effective. However, the pilot was postponed and has not since progressed, because of the need to redeploy Government resources to deal with the Covid-19 pandemic.¹⁰

There are examples of dynamic food procurement being successfully implemented globally, for example in San Francisco, where a shift to local food procurement resulted in a \$45 million increase in economic activity and the creation of 239 jobs.

Several regions across the UK are currently setting up new pilots, including:

- North East – coordinated by NESFA (North East Sustainable Food Alliance)
- Scotland – coordinated by Argyll & Bute and Nourish Scotland
- The Marches – a consortium of local authorities in the border between Wales and England (Monmouthshire Powys, Herefordshire, Telford and Wrekin)

Indicative costings

Please note: these indicative costings have been formulated on high-level research only, and based on a number of assumptions, explored in more detail in accompanying modelling documents provided separately.

Investment is needed in two main areas:

10

https://socialsciences.exeter.ac.uk/media/universityofexeter/research/microsites/centrefor_ruralpolicyresearch/pdfs/researchreports/Public_Procurement_of_Food_in_the_South_West.pdf

- 1) Staffing costs - including a development role, building the partnerships that need to be in place to implement the system and overseeing initiation phase, and an ongoing logistics management role to ensure compliance within depots
- 2) Technology implementation costs - commissioning a technology and managing agent, and legal fees

Initial indicative costs are as follows, with the expectation that a discount could be sought from the tech provider. Initial investment of £550,000 would be required, over the initial four-year development and initiation phase, with only staffing and related resource costs required after this.

These costs include the ongoing maintenance of the tech system through ongoing fees to the tech provider.

	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	Yr10	Total
Investment	£25,000	£25,000	£250,000	£250,000	£0	£0	£0	£0	£0	£0	£550,000
Revenue	£0	£0	£0	£0	£30,000	£45,000	£90,000	£165,000	£165,000	£165,000	£660,000
Expenditure	£24,384	£25,026	£164,453	£105,750	£26,523	£27,318	£28,138	£28,982	£29,851	£30,747	£491,171
Total Profit / Loss	-£24,384	-£25,026	-£164,453	-£105,750	£3,478	£17,682	£61,862	£136,018	£135,149	£134,253	£168,829
Cumulative Profit / Loss	-£24,384	-£49,410	-£213,862	-£319,612	-£316,135	-£298,453	-£236,591	-£100,572	£34,576	£168,829	

Potential funding sources

A £100,000 loan is currently available from the Dixon Foundation for contracting [DP UK](#). One loan is available on a first come first served basis.

The [National Food Strategy](#) calls for £3 million national funding to be put towards developing dynamic food procurement systems. Of all these costed food systems projects, dynamic food procurement is the one with the most national momentum behind it, and we can reasonably expect that grant funding will be available in future to implement the system.

We can also expect that 2-3 years of a development phase will be needed before moving to initiation of the system, due to the significant partnership work needed to lay the foundations for a new, locally led procurement tech system.

Economic return on investment

The key economic returns on investment would include:

<p>Increasing local SME revenue generation through opening up access to previously inaccessible contracts</p>	<p>An estimated £40 million annually is spent in the public sector on food and catering in Greater Brighton. Taking DEFRA's policy consideration of introducing a 50% spend with local producers, this could lead to an additional £20 million invested in the local economy.</p>
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Reduction in public sector food and catering procurement costs	The Bath and North East Somerset pilot demonstrated 6% cost savings in its first year, which would equate to £2.4 million across Greater Brighton annually. ¹¹
Linked job and entrepreneurship creation	
Circular benefit of additional money invested in local economy	Research shows that for every £1 spent with a local producer, there is a £3 return to the local economy; so extrapolating a potential £60 million annual wider return on investment.
Capitalisation through licensing of the system may be possible should Greater Brighton become an early adopter. Further exploration is needed to look at viability of this income stream	Initial projections suggest breakeven at Year 9, with £135,000 annual profit thereafter.

Social return on investment

The introduction of a dynamic food procurement system would have a wide range of additional health, social, environmental, equity¹² and place benefits, with the secondary economic benefits that these provide. These include:

- SMEs converting to sustainable practices in line with system requirements
- Improved employee engagement
- Improved consumer satisfaction
- Improved soil and ecosystem health
- Reduction in food miles travelled
- Carbon reduction through shorter supply chains, consolidated deliveries, and a shift in production practices
- Increase in healthy food being eaten in public sector institutions
- Reduction in diet-related disease
- Behaviour change impact on dietary choices
- Improved resilience of the local food system, to prevent shocks

Recommendations and next steps

¹¹ <https://committees.parliament.uk/writtenevidence/19431/default/>

¹² We intentionally use the term *equity* instead of *equality*. *Equality* means each individual or group of people is given the same resources or opportunities. *Equity* recognises that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

Any initial stage of the introduction of a dynamic food procurement system would need an extended development and feasibility role, which could be achieved with a relatively small amount of funding.

This could also include the opportunity to run a pilot using an open source system such as the Open Food Network with a select set of procurers and producers.

b. Food Hub (Depot)

Food hubs are community-based organisations that bring together local producers, processors and consumers to create a more sustainable and resilient food system. There are many potential models for a food hub, with examples of both commercial businesses and not-for-profit models across the UK.

Focusing on the specific context, needs and opportunities in Greater Brighton, this project is modelling a food depot, whose primary aim is to give local producers a route to local markets, increasing the accessibility of local food, and the sustainability of the food supply in the region. It is modelled as a purpose-led commercial business.

The problem

In the Greater Brighton region, over the past 5 years there have already been cross-sector discussions and collaborations on the need for a central food depot. Local purpose-led businesses see clear missing logistics links that prevent local food reaching local markets, and have already been developing models to fill these gaps.

A Greater Brighton food depot would provide transportation, storage and tech systems to connect local suppliers and retailers, whilst preventing waste and reducing transport emissions.

Modelling




The core business model of the food depot is:

- Provide transportation services to collect from producers and deliver to retailers
- Provide storage to facilitate the effective transport of this produce
- Provide a tech system to enable the efficient supply and demand across local food businesses

Whilst it is recommended that the food depot focus on a streamlined business model, especially in initial years, there are also a number of other potential services and revenue streams, for example venue space and kitchen hire, vehicle sharing, class and activity sales, processing and catering services, retail unit expansion, and consultancy.

The main variable in the model is the identified premises for the food depot - its rental rates, pre-existing facilities and location. As has been seen in other successful food depot models across the UK, the modelling projects a peppercorn rental rate for the initial 3 years, after which point the business would be established enough to be income generating whilst pay market rental value.

Below are three current industrial spaces available on the market for demonstration purposes.

	Crawley	Newhaven	Worthing
			
Size	4,826ft ²	3,365ft ²	5,234ft ²
Cost	£49,514/pa £10.26/ft ² /pa	£28,603/pa £8.50/ft ² /pa	£47,525/pa £9.08/ft ² /pa
Road travel miles to: Brighton & Hove (e.g. HISBE Foods retailer) Lewes District (e.g. Barcombe Nurseries producer) Bognor Regis (e.g. EcoSwap retailer)	26.6 miles 34.3 miles 40.1 miles	9.9 miles 12.3 miles 42.1 miles	13.3 miles 22 miles 17.3 miles
EPC rating	A	C	D
Additional facilities	Significant office space	Within retail park, with storefront	Kitchen Significant office space Within retail park

It is important to note that surplus food redistribution is not recommended as a primary objective of a Greater Brighton food hub model, as this can distract from the need for the project to be financially sustainable. It could be explored as a secondary and longer term objective, but only once the food depot is financially secure. There could however be opportunity to develop viable partnerships with surplus food organisations to maximise use of resources, for example FareShare and its pre-existing fleet of warehouses and vans.

Context and evidence

As part of this project, a number of existing successful food hubs were engaged, and costing estimations have been based on their provided models, alongside local modelling for the Greater Brighton region. These include:

[Better Food Shed, Barking, London](#)

The Better Food Shed was developed in 2019 by a consortium of 10 fruit and veg box suppliers

across London, who recognised the need for a central distribution centre and collective purchasing power to be able to directly buy from local farmers, rather than using wholesalers

The largest veg box supplier in the consortium, Growing Communities, spent £15k on initial feasibility and scoping to identify a premises and develop the business model. A location in Barking & Dagenham was provided by the Council at peppercorn rent for an initial three years, and they now operate on a self-sustaining model, with full market rental of £45,000/pa.

They now have £12-15k a week in sales, serving 3,500 families a week, or about 10-15 tonnes of produce a week. They have 23 suppliers, some of which are based in the Greater Brighton region. They add a 12-13% margin to breakeven - much lower than most commercial wholesalers. They also have developed contracts with London Borough Local Authorities and public sector venues such as schools.

[Organic North, Manchester](#)

Organic North operate on a similar model to the Better Food Shed, but at a larger scale. They have around 100 suppliers and turnover £7 million a year. They add a flat margin of 15%, still much less than a conventional wholesaler would do. Their tech and logistics systems allow them to operate on a buy to order model, eliminating all speculative purchasing and therefore waste. Organic North is a successful commercial income generating model, led as a co-operative with sustainable principles.

[Lancashire Food Futures](#)

Lancashire Food Futures developed a successful bid to Lancashire County Council for £630,000 of investment in a mixed food systems infrastructure project, which includes a food hub, community supported agriculture and local training and employability programmes.

They spent an initial two years on feasibility and scoping, identifying demand from local businesses and communities, as well as land, and now have a 2 acre lease on an organic dairy farm. They grow and process food on site, as well as working with local suppliers. They offer a veg box scheme, crop share programme, and a retail unit.

They now have accessed Shared Prosperity Funding to further develop a larger distribution centre as part of their work, with an initial year's feasibility currently underway.

[Food Depot Consortium, Brighton & Hove](#)

From 2018, a cross sector consortium of Brighton & Hove organisations began developing a new Brighton & Hove food depot concept. This consortium included Brighton Food Factory (now defunct), HISBE Food CIC, Brighton & Hove Food Partnership, One Church - Rock Farm and Florence Road Market, and the Brighton Gleaning Network.

The pandemic and the closing of the Brighton Food Factory prevented the project from progressing further, however conversations are now restarting, and the remaining partners are committed to continuing to explore accessing seed funding for the depot.

Indicative costings

Please note: these indicative costings have been formulated on high-level research only, and based on a number of assumptions, explored in more detail in accompanying modelling documents provided separately.

The indicative costings are explored further in the attached financial model, but mainly include:

- 1) Staffing costs - including an initial development role for a commercial business manager to initiate the model, and an operations manager or consultant to develop the tech system. Once trading commences, additional warehouse staff and drivers will be added, with the possibility of utilising apprentices and providing employability training as part of roles.
- 2) Capital costs - including sourcing a premises, any associated fitting costs, tech system implementation costs
- 3) Operational costs - including rent and bills, van hire, running and maintenance costs, and business overheads, including business rates, insurance, legal and accountancy, marketing and PR.

	Yr1	Yr2	Yr3	Yr4	Yr5	Total
Revenue	£74,750	£330,250	£504,000	£732,000	£918,000	£2,559,000
Expenditure	£144,383	£373,863	£572,792	£723,159	£847,436	£2,661,633
Net Profit / Loss	-£69,633	-£43,613	-£68,792	£8,841	£70,564	
Cumulative Profit / Loss	-£69,633	-£113,246	-£182,038	-£173,197	-£102,633	
Investment Required	£150,000					

Initial investment is needed to develop the infrastructure around the food depot to enable its success, as well as have a viable cash flow.

Potential funding sources

Capital investment for a Greater Brighton food depot could be sought through the Shared Prosperity Fund, perhaps alongside other food systems infrastructure projects.

There are calls for DEFRA to provide £5-10 million of national funding to support the development of local food hubs, as is already [happening in Wales](#).

There may also be potential to apply to grant funding, for example with the National Lottery Community Fund, who have previously provided feasibility funding for local food hub projects.

Economic return on investment

The key economic returns on investment would include:

Increasing local SME revenue generation	Modelled £1.69 million fresh produce purchased over 5 years
Job and entrepreneurship creation	4 FTE roles, plus apprentices Wider job creation through contracted SMEs
Additional investment in local economy	Research shows that for every £1 spent with a local producer, there is a £3 return to the local economy; so extrapolating a potential £2.5 million annual wider return on investment.
Multiple potential sources of revenue generation	Dependent on model – strong evidence for self-sustainability, with potential moderate profits Multiple potential additional economic benefits
Multiple potential additional economic benefits	Dependent on model, for example reduction in food costs, increasing entrants into land based sector roles

Social return on investment

The introduction of a Greater Brighton food depot would have a wide range of additional health, social, environmental, equity¹³ and place benefits, with the secondary economic benefits that these provide. These include:

- SMEs converting to sustainable practices
- Improved employee engagement
- Improved soil and ecosystem health
- Reduction in food miles travelled
- Carbon reduction through shorter supply chains, consolidated deliveries, and a shift in production practices
- Increase in healthy, local, sustainable food available
- Reduction in diet-related disease
- Behaviour change impact on dietary choices
- Community development and increase in connections
- Increased partnerships and collaboration
- Improved resilience of the local food system, to prevent shocks

¹³ We intentionally use the term *equity* instead of *equality*. *Equality* means each individual or group of people is given the same resources or opportunities. *Equity* recognises that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

Recommendations and next steps

The Greater Brighton Food Depot is the most commercially viable of the food systems infrastructure projects explored in this project, and so it is recommended that further investment be put into scoping and modelling. Key to this is the sourcing of a premises with potential peppercorn rent, alongside initial capital investment.

c. Training and Support Programmes

The following modelling looks at potential training and support programmes for businesses, with some initial assumptions on approaches, but with the intention that the programme would include an element of flexible co-design with participants.

There are a number of potential models for training and support programmes either looking at cost of living or circular economy outcomes for businesses, and there are a number of potential primary and secondary audiences, e.g:

- Jobseekers
- Current workforce
- Entrepreneurs
- Existing producers
- Existing retailers
- Other existing actors in the food system (manufacturers, logistics providers etc.)
- Policy makers

The problem

Some of the key priority outcomes identified by the initial research in this project include:

- Reducing waste (both economic and environmental) through circular economy approaches
- Support existing sustainable businesses to continue and build on successes
- Support businesses to transition to more sustainable practices
- Increasing food sector workforce numbers through employability programmes and related marketing campaigns
- Upskilling existing food sector workforce for economic and social outcomes
- Creating connections and partnerships to allow for further sustainable food business collaboration (e.g. wholesale group purchasing)
- Creating a network of sustainable food businesses to co-design further systems change interventions for the Greater Brighton region

Modelling

The suggested model is a circular economy based training, utilising the upcoming ban on single use plastics as an entry point, and taking participant food businesses through a co-produced leadership programme, which could be either segmented or mixed business types.

The programme is presented as a grant programme with integrated training and leadership. There are three tiers of audience - entrepreneurs, transitional businesses who are wishing to move to more agroecological / circular economy practices, and anchor businesses, who are already demonstrating effective practice in these areas, but may not have the long-term financial sustainability needed to maintain it.

The content of the programme would be co-produced by the participants, who are given the opportunity to receive grants and connect with decision makers through their participation. They would also have the opportunity to co-design further systems change projects for the region, utilising their own expertise and insights.

This project has chosen not to focus in on more employability focused programmes, because it is recognised that this would need to be delivered alongside broader marketing campaigns for the land based sector, somewhat outside the scope of this project. The Local Skills Improvement Plans (LSIPs) are also particularly focusing on this area currently, and so partnership rather than duplication is the key focus.

Context and evidence

The model and costing for this project are partially based on Re:London's [Islington Circular Economy Grant Programme](#). Following a structured engagement and selection process, a diverse portfolio of 23 Islington-based businesses were chosen to receive grants of up to £10,000 to implement or scale circular economy activities. Over a 6-month period, businesses were also supported with 235 hours of expert advice and 5 networking and learning events.

This programme has helped demonstrate that businesses implementing circular business models can deliver multiple benefits to a local area – in this case, helping create or safeguard 25 jobs, tackle 7,724kg of waste and 9,140 pieces of single use packaging and reach 16,000 customers locally with sustainable choices. 85% of grantees agreed that circular economy activities made possible by the grant had benefited their business commercially; and all grantees agreed that the environmental impact of their business improved by their circular economy activities.

Indicative costings

Please note: these indicative costings have been formulated on high-level research only, and based on a number of assumptions, explored in more detail in accompanying modelling documents provided separately.

The indicative costings are outlined below, assuming a 25 business cohort taking part in a 6 month training programme, with monthly group workshops and up to 10 hours of 121 support for each business. The total overheads per business is estimated at £1,812, not including the grant award.

The indicative costings assume in-kind venue or online workshop space provided, minimising the operational costs. The main cost areas are:

- 1) Grants to businesses - variable to the target audience and budget available.
- 2) Staffing costs - including 0.2FTE Project Manager, 0.5FTE Facilitator and Coach, and 0.6FTE Project Assistant.

- 3) Operational costs - including equipment, materials, travel, administration, marketing materials and a small budget for paid external speakers.

25 businesses taking part in 6 month programme, with monthly workshops and up to 10 hours of 121 support			
Grants - small	10	£5,000	£50,000
Grants - medium	15	£10,000	£150,000
Staffing costs			£42,055
Operational costs			£3,250
Total overheads per business			£1,812
Total cost per training course			£245,305

Although the grants to businesses are an important element in recruitment and achieving positive outcomes, this forms 82% of the modelled budget, and there is opportunity to run a programme at significantly reduced cost if needed.

Potential funding sources

The LSIPs will have funding allocated to their delivery, led by the Sussex Chamber of Commerce, through which there may be collaboration opportunities. Separately, there will be a Local Skills Improvement Fund (LSIF) which will be commissioned by DfE. This funding is to enable collaborations of providers to respond to the skills priorities identified in the LSIP for their area.

As in the Islington case study, there may be opportunity to pool Local Authority budgets across departments related to economic, environmental and inclusivity goals.

Economic return on investment

The key economic returns on investment would include:

Reduction in Local Authority waste collection	336kg of waste saved per business = £336 per training cohort
Increase in local SME revenue generation	Islington case study, 95% reported commercial benefits
Job and entrepreneurship creation	Islington case study, 1.1 jobs created or safeguarded per business

Social return on investment

Training and support programmes would have a range of additional health, social, environmental, equity¹⁴ and place benefits for their local community and customer base, with the secondary economic benefits that these provide. These include:

¹⁴ We intentionally use the term *equity* instead of *equality*. *Equality* means each individual or group of people is given the same resources or opportunities. *Equity* recognises that

- SMEs converting to sustainable practices
- Upskilling of workforce
- Increased partnerships and collaboration
- Improved employee engagement
- Improved consumer satisfaction
- Improved soil and ecosystem health
- Behaviour change impact on dietary choices

Recommendations and next steps

This project was not taken forward into full costing, because it is possible to now seek funding to begin project design and outreach, to allow for co-design from beneficiary businesses.

This project represents a bottom up approach to systems change, with higher costs per direct beneficiary than other projects. However, proven models exist to learn from, and it is relatively simple to implement.

each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

d. Community Supported Agriculture

Fundamentally, Community Supported Agriculture (CSA) is a partnership between farmers and consumers in which the responsibilities, financial and other risks are shared.

The CSA approach to farming helps to address increasing concerns about the lack of transparency, sustainability and resilience of the current global food system. The main principle being that the community supports the farmer/s through a direct connection, what is produced on the farm goes directly to the consumer. This results in shorter supply chains, higher welfare and lower environmental impact foods being available to local communities at potentially more affordable prices.

The CSA model in the UK does vary. Consumers, often described as CSA members, are closely linked to the farm and the production of their food. They provide support that goes beyond a straightforward marketplace exchange of money for goods. Customer-business involvement may be through ownership or investment in the farm or business, sharing the costs of production, accepting a share in the harvest or providing labour.

The most common produce for CSA farms is vegetables, but there are also CSAs producing eggs, poultry, bread, fruit, pork, lamb, beef and dairy produce. CSA farms are also beginning to develop around woodlands for firewood and there are some examples of fish CSAs.

The CSA model supports the growth of small scale producers, increasing the economic viability of agroecological farming, securing income and better jobs for farmers and horticulturalists, increasing supplies of locally produced foods into the local economy at more affordable prices, and bringing farmers and consumers closer and boosting the local food economy.

The problem

We know that agriculture, forestry and land use sectors contribute between 13% and 21% of global greenhouse gas emissions. Alongside this diminishing food security in the UK and the cost of living crisis means taking steps towards creating a more sustainable, low impact food system is central to the GBEB pledge to supply affordable and healthy food, cut waste and grow more locally across the Greater Brighton City Region.

However land across the Greater Brighton region is in short supply. A densely populated area surrounded by the South Downs national park and the south coast with all local authorities in the region under pressure to maximise income from existing land based assets, and to build more homes and retail space for growing populations, making land use and land allocation contentious. Maximising low impact food production on pockets of peri urban land utilising community assets can be a low input way to support the local food economy, increase access to affordable foods and increase soil health.

From our research we know that:

- CSA projects require initial in-kind investment almost always involving farm and / or growing land at low or no rent.
- Income generation is marginal unless supplemented by other activities i.e. training, education, corporate days
- Significant development work between 2-10 years is needed
- Long term there is limited income from CSA farming model, as they are based on a high level of volunteer input, with an underlying principle that the model provides greater security of the grower/s whilst providing the customer more affordable access to locally grown / harvested high welfare / agriecological produce.

Modelling

As suggested above, CSAs come in an array of models from meat share CSAs such as Sheepshare in Brighton and Hove - a share of the lamb, sheep grazed on the urban fringes of the City as part of a funded grazing programme to Camel CSA, a veg growing enterprise in Cornwall to Growing Communities a 20+ years experienced veg share and wholesale scheme in East London, to the Kindling Trust, a large scale CSA farm in Manchester.

The modelling we have used here aims to illustrate the vast difference in CSA enterprises, both in terms of scale, reach, cost and investment needs and development time scale.

The key issues to consider with CSA cost modelling

- access to and availability of affordable land,
- accurate development time costing - finding and securing land and building a supporter base (narrative) and market etc,
- Are there ways to plug gaps in existing supply chains that would make CSA models more viable, with particular reference to meat share schemes, and
- how to unlock investment.

Context and evidence

Landworkers Alliance research suggests that environmentally-friendly farming is attracting greater numbers of new entrants to farming than ever before, as well as appealing to young people from conventional farming backgrounds.

However a number of key barriers exist including lack of access to land; lack of access to affordable housing; limited access to capital; a lack of connections with people and networks to support a journey into landwork; and a dearth of supportive markets.

Investing in routes into sustainable (agroecological) farming jobs for new entrants will help rejuvenate and diversify the farming and food production sector. Given the average age of a UK farmer is 59 this is urgently needed.

CSA projects around the UK and across the world demonstrate that farmers receive a more stable and secure income, community ties are crucial to ensuring stability of income and labour support and a market. Consumers benefit by eating fresh, healthy local food, connections to nature and learning new skills. For while also helping local governments to meet their food, climate and green recovery commitments.

Indicative costings

Please note: these indicative costings have been formulated on high-level research only, and based on a number of assumptions, explored in more detail in accompanying modelling documents provided separately.

The indicative costings are outlined below. The small scale model is based on a veg bag share scheme based on the peri urban fringe of a small city. Based on 40 veg bag shares delivered over 48 weeks a year grown on a 2 acre site.

The second model is based on the Kindling Trust Farm using the publicly accessible business plan. A 77 acres farm on the outskirts of greater Manchester with a flat aspect growing vegetables and arable production. Recently purchased through share capital, loans and grants, plans developed over a number of years and costs and income based on 5 year projections.

The main cost areas are:

- 1) Land and development investment
- 2) Staffing
- 3) Capital infrastructure costs

Example small scale local veg bag scheme - annual projected income and expenditure			
based on 35 bag shares for 40 weeks per annum, with one member of staff working part time			
Income from sales (bags charged at £13.55 pw)		21,303	
Expenditure		25,700	
Additional fundraising / income to break even		4,400	
Kindling Trust Farm - community owned farm Manchester			
Based on approximately 1,000 customers at year 5 (veg bag equivalent) with 5 employees by year 5			
Farm purchase investment - communityshare offer raised £1,000,000		1,800,000	
Farm infrastructure investment		780,000	
projected income at year 5		800,000	

Potential funding sources

- Various funding opportunities available for environmental land management, climate and biodiversity, training and skills etc.
- Potential for local authorities to provide access to land at low / peppercorn rent through Community Asset Transfer CAT or county farms etc

- Raise capital through community share offers ([Tablehurst Farm](#) and [Kindling Trust Farm, Fordhall Farm](#)).
- Commercial agricultural loans

Economic return on investment

The key economic returns on investment would include:

Increase in local SME revenue generation	In 2021, the New Economics Foundation evaluated the social, environmental and economic contributions of Growing Communities . From 24 farmer interviews, 85% described increased turnover due to growing sales by an average of 87%.
Job and entrepreneurship creation	24 farmer interviews, employment was an added benefit with farmers describing how they have managed to employ, on average, four more employees since supplying Growing Communities. NEF 2021
Additional investment in local food economy	£3.70 return on every £1 spent, according to Growing Communities data

Social return on investment

A community supported agriculture project would have a range of additional health, social, environmental, equity¹⁵ and place benefits, with the secondary economic benefits that these provide. These include:

- Improved soil and ecosystem health
- Reduction in food miles travelled
- Carbon reduction through shorter supply chains, consolidated deliveries, and a shift in production practices
- Improvements in mental and physical wellbeing, particularly for volunteers and stakeholders.
- Behaviour change impact on dietary choices through increased awareness of and access to nature and biodiversity
- Reduction in food waste

Recommendations and next steps

- Initial in-kind investment almost always involves farm / growing land at low rent

¹⁵ We intentionally use the term *equity* instead of *equality*. *Equality* means each individual or group of people is given the same resources or opportunities. *Equity* recognises that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

- Income generation is marginal unless supplemented by other activities i.e. training, education, corporate days
- Significant development work needed 2-10 years
- Limited income from CSA model farming
- Heavy reliance on volunteer labour
- Recommended not taken forward into full costing
- Already innovation work going on in this area across several of the Greater Brighton LAs (including Brighton and Hove Food Partnership's [Land Use Plus project](#), Adur and Worthing District Council's New Salts Farm community food growing zones project etc)
- Integrate into food hub, looking at meat sharing

Footnotes

Skill in the hort and agriculture sector (Tiah)

https://tiah.org/wp-content/uploads/2023/01/FINAL_SUMMARY-REPORT.Labour-and-skills-in-the-horticulture-and-agriculture-sectors-in-England-2022..pdf

The Attraction of Agroecology report (LWA)

<https://landworkersalliance.org.uk/wp-content/uploads/2018/10/Landworkers-Alliance-The-Attraction-of-AgroecologyFINAL.pdf>

e. Large Scale Community Composting

There are currently a number of community composting projects across the Greater Brighton region at local levels. These vary in model, and are co-delivered by Local Authorities and third sector and/or purpose-led business partners.

This project explores the opportunity of scaling up community composting at a regional level, for wider and systems change outcomes.

The problem

Legislation delays from central government have led to variety of different food waste services for households and businesses across the country. Some LAs have progressed with implementing food waste doorstep collection schemes, others are waiting until legislation is confirmed, so they can understand the requirements of the service they will need to provide. It is currently unknown when this legislation will come; it has already been in discussion for a number of years.

This varied context also plays out at a Greater Brighton region, with districts such as Lewes having a weekly food collection service; Brighton & Hove having pockets of community-led composting schemes; innovative pilot schemes running in areas of West Sussex diverting surplus food and waste back into the food system; and some areas having no community composting or food waste services at all.

Overall, Greater Brighton LAs are demonstrating leadership in this area, with plans being put in place for food waste to be effectively processed, with an in-vessel composter in Ringmer, East Sussex that can process up to 15,000 tonnes of food waste - all the expected local food waste that would be collected through curbside collection.

Modelling

The modelling presented is based on the Brighton & Hove Community Composting project, which has the potential to be scaled up and rolled up across Greater Brighton regions. There would also be the potential to generate revenue through the sales of compost.

This involves installing a series of community compost bins accessible by local communities, and providing household caddies. There is a lead organisation providing project, volunteer and equipment management to run locally. A small amount of LA support is provided in the set up phase to garner landowner permission and exemption registration with the Environment Agency.

It is recognised that some partners involved in this project, for example Plumpton College and Brighton & Hove Food Partnership, are interested in being part of developing a larger scale community composting model for the region.

Targeted approaches to behaviour change and marketing the project would be needed to ensure success, and this could also be complementary to encourage more home composting, as well as community composting, and the utilising of food waste collection schemes, where they exist.

Context and evidence

There are two local models drawn upon for this project.

Compost Club

Currently offered in Lewes, this is a subscription scheme that allows residents to sign up to a three-weekly food waste collection subscription package, in return receiving a certain amount of compost per year. For £12 per month they can receive £60 worth of compost each year, or £180 worth per year for £16 per month.

Brighton & Hove Community Composting

There are 50 community composting sites set up across the city, with infrastructure funding provided by the City Council, and training and support provided by Brighton & Hove Food Partnership. The model is largely volunteer-led, and supports 980 households. An estimated 250 tonnes of waste are diverted from the waste stream annually, saving 250 kg of CO₂.

Indicative costings

Please note: these indicative costings have been formulated on high-level research only, and based on a number of assumptions, explored in more detail in accompanying modelling documents provided separately.

The indicative costings are outlined below, provided as annual costs per 50 community compost schemes, serving approximately 1,000 households. Economies of scale can be achieved on the capital and running costs.

Annual cost per 50 schemes, serving 1,000 households	
Staffing	£28,000
Equipment and maintenance	£4,000
Total running costs	£32,000
Total per scheme	£640
Total per household	£32
Annual cost per additional 50 schemes	
Capital costs	£75,000
Running costs	£32,000
Total	£107,000

It is assumed that LAs would lead on the behaviour change and marketing of the schemes, so are not included as a direct cost, but are an important element of running as a large scale project.

Potential funding sources

Can we negotiate an amount through contracts to give high quality compost for the region.

Economic return on investment

The key economic returns on investment would include:

Reduction in Local Authority waste collection	East Sussex estimate 15,000-22,000t of food waste at the kerbside, 560,000 population. Greater Brighton population ~1,000,000 - estimate 30,000-44,000t. The single price range with the most gate fees is £40 to £45/tonne. ¹⁶ Taking mid figure and conservative 10% rate of composting, saving would be £147,000pa.
Revenue generation – compost, subscription fees	Variable depending on pricing structure

Social return on investment

Community composting schemes in the Greater Brighton region would have a range of additional health, social, environmental, equity¹⁷ and place benefits for their local community and customer base, with the secondary economic benefits that these provide. These include:

- Increase in “waste” diversion back into food system
- Carbon reduction, estimated 250 kg of CO2 saved per 1,000 households
- Reduction in waste and local, circular economy behaviour change
- Community development and connections
- Increase in community volunteering and related positive outcomes
- Improved soil and ecosystem health

Recommendations and next steps

Although this project should be relatively easy to implement and scale, the delay in government legislation is preventing Waste Management teams from implementing widespread change.

¹⁶ <https://wrap.org.uk/resources/report/gate-fees-report-2020>

¹⁷ We intentionally use the term *equity* instead of *equality*. *Equality* means each individual or group of people is given the same resources or opportunities. *Equity* recognises that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

Without complementary projects, large scale community composting wouldn't have the systems level impact of some of the other projects explored, although there are many economic and wider benefits to its introduction. More importantly however, there is already excellent partnership and innovation working happening and district and borough levels across sectors, and the focus should be on enabling this grassroots work to continue, rather than implementing top-down approaches.

Appendix

List of Contributors

Project Team

Food Matters
Brighton & Hove Food Partnership
Alex Britten-Zondani, Food Systems Consultant

Task and Finish Group

Angela Blair, Food Policy Coordinator, Brighton & Hove City Council
Dan Karlsson, Head of Business Services, Plumpton College
Nigel James, Countryside and Policy Manager, SDNPA / SDNPA representative
Victoria Williams, Director, Food Matters representing Food Partnerships
Shova Thapa Karki, University of Sussex Business School
Andre Viljoen, University of Brighton, School of Architecture
Denise Vine, Group Head of Economy, Arun District Council
Shrikant Ramakrishnan, Plantagon International AB
Andy Hill, GBEB Business Manager

Greater Brighton region

Chloe Clarke, Nature Based Solutions Manager, Strategic Sustainability, Adur & Worthing Councils
Angela Crane, Economy and Skills Officer, Place & Economy, Adur & Worthing Councils
Romy Gue, Sussex and Surrey County Adviser, National Farmers Union
Sussex Food Partnerships
Barcombe Nurseries
Anthony Pope, Waste Senior Technical Officer, Communities, Economy & Transport, East Sussex County Council
Emma Attwell, Fundraiser, Ecological Land Cooperative
Kelly Heller, Partnership & Programme Manager, Recycling and Wastes Management, West Sussex County Council
Jim Mayor, Consultant
Emily O'Brien, Cabinet member for climate, nature and food systems, Lewes District Council
Ruth Anslow, Founder, HISBE
Ben Szobody, One Church Brighton

National / outside Greater Brighton

James Woodward, Sustain - A Tale of Two Counties co-author
Rich Osborn, Director, Equilibrium Markets Ltd
Danny Fisher, Head of Better Food Shed

Ellen Pearce, The Plot, FarmStart and Northern Real Farming Conference coordinator, LESS (Lancaster District)

Tom Morphew, Founder, The Garden Army CIC

Graeme English, Circular Economy Advisor, Re:London

Other Project and Related Documents

- Food System Infrastructure Consultancy Brief Dec 2022 GB Food Plan
- [Miro Board Overview of Longlist Projects and Research Findings](#)
- GBEB Food Systems Infrastructure Apr23 – Interim Task and Finish Group Presentation
- GBEB Food Systems Infrastructure May23 – Interim Task and Finish Group Presentation
- GBEB Food Systems Infrastructure Final Presentation to Board Jul23
- GBEB Food Systems Infrastructure Costing Excel
- [Food Economy Resilience: Greater Brighton Food Scoping](#) – scoping report produced as a pre-cursor to this project

Project Methodology

From March to June 2023, Food Matters, Alex Britten-Zondani, Food Systems Consultant, and Brighton & Hove Food Partnership were commissioned by the Greater Brighton Economic Board to cost and develop investment plans for the city region food system.

The project team began with the following longlist of potential food infrastructure investment opportunities:

- 1) Tech systems
 - a. Dynamic food procurement system
 - b. Food waste AI systems
- 2) Training & support programmes
 - a. Agroecological training programme and/or support
 - b. Circular economy and/or cost of living business support programme
- 3) Energy & water systems
 - a. Alternative energy system
 - b. Water catchment system
- 4) Land use
 - a. Community agriculture site
 - b. Large scale community composting model
- 5) Local supply chain infrastructure & equipment
 - a. On-farm milk vending machines
 - b. Mobile abattoir
 - c. Food hub model

- d. Mobile retail units
- 6) Combination
 - a. Food business carbon reduction tools

The project team developed a list of assessment criteria and conducted an initial research and effective practice review to conduct this initial assessment. The assessment categories were:

- 1) Alignment
 - a. Alignment of project with Greater Brighton existing assets
 - b. Strategic priorities and evidence
- 2) Costing
 - a. Potential for accurate costing
 - b. Time required for costing
 - c. Potential next steps
- 3) Funding
 - a. Overall cost level for project
 - b. Potential and likelihood of funding sources
 - c. Potential for long-term financial sustainability
- 4) Development
 - a. Viability of model
 - b. Potential lead
 - c. Barriers to entry
 - d. Potential risks and conflicts of interest
- 5) Delivery and impact
 - a. Potential overall impact
 - b. Potential beneficiaries
 - c. Cost benefit analysis
 - d. Economic development impact
 - e. Circular economy impact
 - f. Visibility
 - g. Longevity
 - h. Risks
 - i. Impact if not invested in

The initial assessment findings were summarised as follows:

Project	1. Alignment	2. Costing	3. Funding	4. Development	5. Delivery and Impact
Tech systems					
Dynamic food procurement system					
Food waste AI system					
Local supply chain infrastructure and equipment					
On-farm milk vending machines					
Mobile abattoir					
Food hub model					
Mobile retail units					
Training and support programmes					
Agroecological training support programme and/or support					
Circular economy and/or cost of living business support programme					
Energy and water systems					
Alternative energy system					
Water catchment system					
Land use					
Community agriculture site					
Large scale community composting model					
Combination					
Food business carbon reduction tools					

Project	High Level Cost Estimate	Potential Identified Funding	Financial Sustainability	Main Beneficiaries	Recommendations on Priority Projects for this Project Costing
Tech systems					
Dynamic food procurement system	£200k (across region), plus £100k per additional 2-3 Councils	Dixon Foundation	Needs ongoing investment	Local suppliers, large procuring institutions, wider community	High priority – current moment, modelling and funding, needs significant collaboration and ongoing investment
Food waste AI system	£10-50k		Potential for ongoing sustainability after startup investment	Food businesses	Medium priority - potential as a pilot carbon reduction project, utilising AI systems movement
Local supply chain infrastructure and equipment					
On-farm milk vending machines	£10-50k p unit		Capital investment only, depending on ownership model	Local producers and consumers	High priority - evidence based intervention, supporting local businesses, circular economy
Mobile abattoir	£100-500k		Assumed need for ongoing investment	Local producers and consumers	High priority - evidence based intervention, supporting local businesses, circular economy
Food hub model	£50-100k	Govt funding?	Potential for ongoing sustainability after startup investment	Local producers and consumers, local community	High priority - evidence based intervention, supporting local businesses, circular economy
Mobile retail units	£10-50k p unit		Potential for ongoing sustainability after startup investment	Local producers and consumers	Low priority – unproved model
Training and support programmes					

Agroecological training support programme and/or support	£10-100k		Needs ongoing investment, but long-term wider impact	Local producers, wider community	High priority – needs further modelling
Circular economy and/or cost of living business support programme	£50-500k		Needs ongoing investment, but long-term wider impact	Local producers, wider community	High priority – needs further modelling
Energy and water systems					
Alternative energy system	£100k-1m		Needs ongoing investment	Local producers	Low priority - significant investment and modelling required, doesn't address more pressing community needs, longer term national momentum
Water catchment system	£50-500k		Needs ongoing investment	Local producers	Low priority - significant investment and modelling required, doesn't address more pressing community needs, longer term national momentum
Land use					
Community agriculture site	£10-100k		Capital investment only, depending on ownership model	Local community	Low priority - complexity around access to land
Large scale community composting model	£10-100k		Needs ongoing investment	Local community	Medium priority – already bottom up momentum
Combination					
Food business carbon reduction tools	Variable		Variable	Food businesses	Medium priority - need to explore levels and areas for potential investment

From this assessment the Task and Finish Group agreed the following projects to be taken forward into partial costing:

- 1) Tech systems
 - a. Dynamic food procurement system
- 2) Training and support programmes
 - a. Agroecological training programme and/or support
 - b. Circular economy and/or cost of living business support programme
- 3) Land use
 - a. Community agriculture site
 - b. Large scale community composting model
- 4) Local supply chain infrastructure and equipment
 - a. Food hub model

The following parameters were also considered in this decision-making process:

- Which projects make the most sense to be taken forward in this costings project specifically?
- What projects will be viable in 5/10/15 years' time?
- Which projects have dependencies on each other?
- If not us, who? Or will it happen anyway?

The project team then conducted further research across the shortlisted projects, including identification and consultation with relevant experts, relationship development with potential delivery partners, market scoping and financial modelling. This research has been outlined in the project-by-project costings overview section.

Following the presentation of the next stage of research and costing, the Task and Finish Group agreed that the projects should be seen together as a whole systems change approach project, which we are calling Greater Brighton: The Future of Food. It was recognised that these projects are interlinked and complementary, and they need each other to deliver maximum impact.

Two particular projects were identified as 'catalyst projects' to be focused on first, beginning a snowball effect towards change. These were the dynamic food procurement system and the food hub (depot).

Subject: The Living Coast Review & Relaunch

Date of meeting: 18 July 2023

Report of: Chair, Greater Brighton Programme Board

Contact Officer: Name: Andrew Hill
Email: Andy.Hill@brighton-hove.gov.uk

For general release

1. Purpose of the report and policy context

- 1.1 The Living Coast biosphere was designated by United Nations Educational, Scientific and Cultural Organization (UNESCO), in 2014. This recognises both the region's outstanding natural environments and capacity to foster cross-sectoral cooperation for excellence in sustainable development. It is both a spatial designation with national and international recognition, and [a local partnership](#) with over 40 different organisations encompassing businesses, conservation, education, voluntary, and local government partners.
- 1.2 Every ten years UNESCO requires biospheres to take stock of the work that has been delivered and to consult all local stakeholders to shape the future strategy, leading to an official renewal of the designation. This work is currently underway and progressing well, and is an opportunity to identify synergies between the UNESCO biosphere and the priorities of the Greater Brighton Economic Board ("the Board"), addressing objectives of the [GB10 Pledges on the Environment](#).
- 1.3 The Living Coast has set a budget target of £80k for the essential work around this review & relaunch process. These costs include consultancy fees to prepare a management plan, and key activities such as research, stakeholder engagement and communications. Biospheres receive no funding from UNESCO or national government and are instead funded by partner bodies. Funding for the work associated with re-designation is being sought from existing partners and wider stakeholders. The Living Coast is seeking a financial contribution from the Greater Brighton Economic Board to support this work.

2. Recommendations

- 2.1 That the Board agrees to provide £10,000 of funding to support the Living Coast's UNESCO redesignation work as set out in 3.13 below.
- 2.2 That the Board agrees to work more closely with The Living Coast, so as to maximise the collaboration opportunities where objectives and priorities align.

3. Context and background information

- 3.1 The Living Coast UNESCO Biosphere was nominated by national government and designated by [UNESCO](#) following the creation of a wide-ranging partnership to pursue the objectives of [UNESCO biospheres](#) in our region. Biosphere Reserves are natural 'learning places for sustainable development' and provide local solutions to global challenges. In their own contexts, they have been implementing projects that address each Sustainable Development Goal and target of the Agenda 2030 in a creative and innovative way. There are 748 biosphere reserves in 134 countries and the Living Coast Biosphere is part of the World Network of Biosphere Reserves, aiming to be sites of excellence for sustainable development through:
- **Conservation** of biodiversity and cultural diversity;
 - **Economic development** that is socio-culturally and environmentally sustainable
 - **Knowledge sharing underpinning development** through Education, training, research and data.

Geography

- 3.2 Partners provide full geographical coverage of the Biosphere area, together with sectoral diversity, from the Ouse to the Adur. A flexible approach to this geography enables opportunities and synergies to be pursued that are not necessarily restricted to rigidly applied geographical boundaries. Part of the redesignation process will include looking at the geography of the Biosphere area to determine whether it still best reflects what the designation is seeking to achieve, or whether it should be expanded.
- 3.3 Marine elements are included within the biosphere's boundaries which include the coastal stretch between the two rivers. This combination of urban, rural and marine landscapes is unique within biospheres in the UK, providing special and valuable opportunities.

The Living Coast Partnership

- 3.4 Brighton & Hove City Council (BHCC) is the lead partner, hosting and resourcing the administration and making substantial financial contributions to core funding. Wider local government sector support comes through Adur & Worthing Councils and Lewes District Council. Additional financial and further support comes from other partner organisations, including the South Downs National Park, Sussex Wildlife Trust, Southern Water, University of Brighton, University of Sussex, Brighton & Hove Buses and several others. The current management strategy is available [here](#).
- 3.5 The interdisciplinary cooperation between people and organisations has brought together real and tangible work that positively impacts the City Region environment and communities, in relation to habitats, biodiversity, carbon reduction, climate, food production and distribution, and arts and cultural benefits for the people who live and work in Greater Brighton and wider area.

- 3.6 Always collaborative, The Living Coast has an important role to play in bringing together the organisations that are instigators and collaborators in the vital actions that we all need to take whatever our roles and responsibilities. The backing of the UNESCO designation is important in bringing extra leverage to support, develop and expand these actions.

Economic Impact

- 3.7 Developing the attractiveness of our region as a tourist destination with increasing UNESCO support.

- The Biocultural Heritage Tourism project developed a decision support tool to assist in strategic tourism planning, including:
 - an interactive map of areas of opportunity and pressure;
 - a toolkit for tourism businesses offering practical guidance on making the most of our natural and cultural heritage and operating more sustainably;
 - a suite of destination marketing assets;
 - a Living Coast by Bike website with routes linked to train stations, information about natural and cultural heritage on the routes and suitable for all abilities..

Clearly much of the process, learning and development could add value across the Greater Brighton geography.

- Supporting local businesses in their sustainable journey by developing networking opportunities, [resources and best practices](#), such as [Slake spirits distillery in Shoreham](#) and [The Depot Cinema, Lewes](#), and helping SMEs transition to sustainable development
- Partnering with local companies to encourage sustainable transport and living - [Ultra low emissions for Brighton & Hove buses](#) and [Southern Railway's sustainability strategy](#)

- 3.8 Working on water quality and quantity, as the region is particularly water stressed:

- Implementing nature based solutions to manage flood risks, protect water and restore wildlife – creating raingardens and sharing knowledge in Brighton with [the Wild Park rainscape](#), [in Portslade](#) & [Wilder Ouse](#) in Lewes.
- The Aquifer Partnership demonstrates and explores ways in which we can protect the quality of our local groundwater, reduce demand pressures and flooding risk, working with farmers, landowners and businesses and in both rural and urban environments. This partnership with the Environment Agency, Southern Water, South Downs National Park and Brighton & Hove City Council is tackling vital issues relevant across all geographies.
- Researching how to tackle pollution from rain drainage - [University of Brighton: The Wild Park Rainscape and dedicated UNESCO funding](#), and innovating in Biodiversity Net Gains.

- 3.9 Rewilding projects in urban and coastal areas:
- Rewilding local habitats with local road verges ([Wilder Verges](#)) animal grazing ([Changing Chalk](#), [Wilding Waterhall](#), [Devil's Dyke](#)), rewilding and replanting in Butterfly Banks ([Greening the Cities projects](#))
 - Changing Chalk is reinforcing the value of bringing more wildflowers and pollinators into our urban environments and doing so in ways that are sensitive to the flora and fauna of the habitats that surround our urban areas is of value across the region.
 - (Re)Planting vegetated shingles on the Coast - [The BlackRock Rejuvenation Project](#)
- 3.10 Raising residents' awareness on how to live a more sustainable lifestyle:
- Leveraging a communication footprint of 10k followers across online platforms to highlight all of the above lifestyle – promoting a wide array of accessible activities: [What's on - The Living Coast](#)
 - Engaging various audiences with citizen projects that could readily be extended to include wider participation from across the wider Greater Brighton geography, such as the [City Nature Challenge](#) (with the University of Sussex, University of Brighton and South Downs National Park)
Further information on these and other The Living Coast projects can be viewed at www.thelivingcoast.org.uk
- 3.11 Lobbying could be another area of cooperation as UNESCO biospheres can access Defra through the UK Commission for UNESCO.

The UNESCO Redesignation

- 3.12 As outlined in section 1.2, the original 10-year designation expires in 2024, meaning that the Living Coast has now started a review & relaunch process ahead of the hard deadline of 30 September 2024 set by UNESCO.
- 3.13 Stakeholder engagement workshops include dedicated work with local players on sustainable business and tourism economy, education and communities, biodiversity conservation, strategy, and interactions with residents, including those living in more deprived areas or with specific needs. Reports will be produced and shared with strategic stakeholders across the period of Q4 2023-Q1 2024 for the new strategy to start being implemented in 2024.
- 3.14 The Biosphere is funded by its partner organisations and receives no funding from the United Nations or UK Government to sustain its important work. It has a small core team of less than two FTE officers, albeit supported operationally by some very committed and passionate representatives of partner organisations. It therefore needs to invest in the support of consultants to assist in the delivery of the redesignation and strategy review work, without which the biosphere partnership would cease to function. Core funding and resourcing is in place for the current and coming year, met principally by BHCC and the contributions of several other leading partners.

- 3.15 While the official submission to UNESCO will be in September 2024, the core goal of this process is to trigger the opportunity for strategic direction to be aligned to the challenges of the coming ten-year period, as societal, legislative and financial frameworks change and develop. While the biosphere will continue to deliver on its goals across 2024-2025, there will be ongoing discussions with UNESCO over that period of time to ensure alignment, and hopefully a national celebration of the renewed designation will take place in Summer 2025. There exists a significant opportunity for wider engagement and involvement of organisations and individuals. A detailed roadmap of the work to be undertaken in 2023 and 2024 can be found at Appendix 1.
- 3.16 The budget of £80k has been set for this crucial piece of work which includes £35k earmarked for consultants' fees, other resource (£15k), and research, engagement and communications (£30k). A number of leading partners have already determined that they wish to see the work of the Biosphere continue, and through their generosity the Living Coast has thus far received commitments to 50% of this requirement. Other partners such as the universities have committed to help in-kind through assisting with elements of the research needs that accompany the redesignation submission. Partnership members are being approached together with appropriate non-members in an effort to build on this solid base.
- 3.17 The Greater Brighton Economic Board will be consulted by the Living Coast as a key stakeholder and partner in the strategy development that will flow from the redesignation process.
- 3.18 The Board has set ambitious sustainability targets as captured in the GB10 pledges agreed in 2020. Board officers are currently preparing a Transition to Net Zero Action which will capture, monitor and report on all the work going on in relation to carbon reduction and the wider sustainability agenda. There are clear opportunities for synergies through working across the environmental work of Greater Brighton collaboratively, including the imminent work flowing from new legislation and the local nature recovery strategies, the opportunities of exploring improvements to our marine environment, the Sussex Bay project and several other areas where the Board and The Living Coast is facing the same strategic challenges and with very closely related objectives.

4. Analysis and consideration of alternative options

- 4.1 If the work of the Living Coast UNESCO Biosphere is to continue beyond 2024/25 it is essential that the work associated with redesignation moves forward at pace to adhere to the September 2024 deadline set by UNESCO. Funding is required so that the consultancy work and stakeholder/community engagement can proceed in the necessary timeframes. If key stakeholders such as the Board do not provide modest financial support towards this work, there is a risk that the timelines will not be met, and/or there will be a detrimental affect on the quality of the outputs.
- 4.2 As the Living Coast embarks on developing a new 10-year strategy, there is a clear opportunity to identify synergies between the biosphere and the

priorities of its key stakeholders, including the Board. The biosphere and the Board share a number of priorities and objectives which can be better achieved by closer working between the two organisations.

5. Community engagement and consultation

- 5.1 The Living Coast UNESCO Biosphere has led and supported many projects encompassing community engagement, such as the collaboration with the Aquifer Partnership in the Moulsecoomb area in Brighton, and the varied groups of volunteers to deliver the rewilding projects across the city (see Greening The Cities). The communication on social media is (and has been) also an excellent way to interact directly with communities.
- 5.2 As part as the review & relaunch process currently underway, four workshops are being led to consult and interact with distinct communities, and a dedicated survey will be shared with many local community groups, with the help of Community Works and other similar umbrella organisations.

6. Conclusion

- 6.1 This paper has outlined the requirement that by September next year the Living Coast must apply to UNESCO for redesignation to cover the period 2024-34. Sections 3.14-3.15 set out the funding required to develop a new 10-year strategy and other work associated with the application process.
- 6.2 Some of the benefits and impact of the Living Coast's work have been highlighted, particularly through sections 3.6-3.10. To ensure that this work continues, the recommendation at 2.1 is that the Board provides some funding towards the redesignation work.
- 6.3 There exist further opportunities that can be exploited from closer co-ordination and collaboration between the Living Coast and the Board and this is set out in recommendation 2.2.

7. Financial implications

- 7.1 The recommendation of this report is to allocate £10,000 to support the Living Coast's UNESCO redesignation work. This funding will be met from the existing workplan budget and therefore will not require further funding from Board Member organisations.

Name of finance officer consulted: James Hengeveld, Head of Finance
Date consulted: 07/07/2023

8. Legal implications

- 8.1 There are no legal implications arising from this report.

Name of lawyer consulted: Wendy McRae-Smith, Senior Lawyer
Date consulted: 05/07/2023

9. Equalities implications

- 9.1 As stated in paragraphs 3.12 and 5.2 above, there are going to be stakeholder engagement workshops and interactions with residents, including those living in more deprived areas or with specific needs.

10. Sustainability implications

- 10.1 As it is in the Biosphere's DNA to support sustainability, this is at the heart of every project delivered by the team.

Supporting Documentation

Appendices

- 1. Draft redesignation timeline

Appendix 1 – The Living Coast Draft Redesignation Timeline

Q1 2023

- Biosphere Programme Manager on maternity leave; Cover role advertised and recruited
- 3 Task & Finish groups set up: Strategy & Finance, Research & Data; Comms, Marketing & Engagement
- Consultants tender for periodic review support to deliver formal UNESCO requirements: finalized, advertised, answers assessed and appointed.
- The Living Coast Board meeting
- Meeting of the UK Biospheres in Northern Ireland ('UK MAB')

Q2 2023

- Periodic review consultants start under the supervision of the Programme Manager
- Research work delivered with [a mapping of initiatives delivered by or with the support of the Biosphere](#)
- Renewal of social & web media support contract for 2023/24 to be prepared by end of Q2
- The Living Coast Board meeting
- Task & Finish group meetings
- Wider stakeholder engagement initialized
- Stakeholder data gathering for periodic review/research & data group requirements ongoing.

Q3 2023

- Task & finish group meetings ongoing – consultants reporting into strategy & finance group
- First consultancy drafts of periodic review reports completed and presented to Biosphere Board
- Feedback on development of new strategic plan to Board from Strategy & Finance group
- Endorsement of other key strategic stakeholders of the report and new strategy
- Biosphere Board meeting

Q4 2023

- 'State of the biosphere report' executive summary to be delivered by the consultant
- Final draft approved at The Living Coast Board meeting (December)
- Final draft to Brighton & Hove City Council Environment, Transport and Sustainability Committee (or in Q1 2024)
- Task & Finish group meetings
- Development of new strategic plan started (Strategy & Finance Group) including future financial sustainability

Q1 2024

- Final draft circulated to wider stakeholder group

- Biosphere Programme Manager maternity cover ends
- Ongoing Strategic Plan development
- Biosphere Board meeting

Q2 2024

- Final Draft submitted to UK Man and the Biosphere Committee
- Final draft to partners' governance requirements
- Biosphere Board meeting
- Ongoing Strategic Plan development

Q3 2024

- Submit final report to UNESCO (digital & physical)
- 30 September 2024 hard deadline to be received by UNESCO Paris – all Periodic Reviews need to be physically submitted by this date globally.
- Biosphere Board meeting
- Ongoing Strategic Plan development

Q3 2024

- Submit final report to UNESCO (digital & physical)
- 30 September 2024 hard deadline to be received by UNESCO Paris – all Periodic Reviews need to be physically submitted by this date globally.
- Biosphere Board meeting
- Ongoing Strategic Plan development

Q4 2024 – Q2 2025

- Ongoing talks with UNESCO to answer potential questions arising from the reports
- Ongoing Strategic Plan development

Summer 2025

- Official Ambassador visit from UNESCO to the biosphere to celebrate the new designation and strategy with all local players and partners

Subject:	Greater Brighton Economic Board Operational Arrangements for 2023/24		
Date of Meeting:	18 July 2023		
Report of:	Chair, Greater Brighton Officer Programme Board		
Contact Officer:	Name:	Andy Hill	Tel: 01273 291873
	Email:	andy.hill@brighton-hove.gov.uk	
LA(s) affected:	All		

FOR GENERAL RELEASE**1. PURPOSE OF REPORT:**

- 1.1 This report outlines the preparatory steps needed to support the operational aspects of the Greater Brighton Economic Board (“the Board”) in 2023/24.
- 1.2 This report should be read in conjunction with the Heads of Terms for the Board. The Heads of Terms (HoTs) is attached at Appendix 1. This shows the changes in membership proposed in this report following the merger of Chichester College Group and Greater Brighton Metropolitan College in the summer of 2022.
- 1.3 The reporting and accountability arrangements for the Board are set out in the Heads of Terms as referenced in paragraph 1.2. These arrangements require the Board to submit an annual report to each of its representative bodies.
- 1.4 The Board’s 2022/23 Annual Report is attached at Appendix 5.
- 1.5 The One Public Estate (OPE) Memorandum of Understanding between the Local Government Association (LGA), Cabinet Office and the Greater Brighton OPE Partnership (“the Partnership”), led by Brighton & Hove City Council, requires the Partnership to “provide an end of year report highlighting overall achievements and progress with delivery of OPE projects”. The Greater Brighton One Public Estate Programme Annual Report 2022/23 is attached at Appendix 6.

2. RECOMMENDATIONS:

That the Board:

- 2.1 Agree and secure the budgetary contributions sought to fund the cost of running the Board and delivering its workplan in 2023/24.
- 2.2 Note that Brighton & Hove City Council shall continue to act as Lead Authority for the Board in 2023/24.
- 2.3 Approves the 2022/23 Annual Report and Board members submit the report to their respective organisations.

- 2.4 That the Board notes the content of the One Public Estate Programme’s 2022/23 Annual Report.
- 2.5 Agree that during 2023/24 there will be a review of the Board’s governance and operational arrangements and a sub-group of Board members will be established to oversee this review.
- 2.6 Agree the Heads of Terms attached at Appendix 1, which reflect changes to the Board’s membership and notes that they need to be approved by each body represented on the Board.

3. CONTEXT AND BACKGROUND INFORMATION:

- 3.1 The budget to support the running costs of the Board in 2022/23 was £211,486 which included a carry-forward of £97,686 from 2021/22. The budget underspend at 31 March 2023 (the actual carry-forward of non-committed funds) was £49,671. This figure does not include money committed in 2022/23 but not due to be spent until 2023/24. It does include the allocated contingency (£10,000) and Scrutiny (£2,000) funds, which need be included in the budget, but as in previous years were not needed to be called upon. A breakdown of the 2022/23 forecast, budgetary contributions and spend is attached as Appendix 2.
- 3.2 The £49,671 remaining budget in 2022/23 has been rolled-over into 2023/24. This means that for 2023/24 there is a total budget of £255,121 (including contingency) for the cost of running the Board and the delivery of its work-plan (see table below).
- 3.3 In a bid to ensure that costs for contributing member organisations are kept to an acceptable level, sought contributions have not increased since 2020/21. However, given the rate of inflation over the last 12 months is starting to impact on the cost of running the Board, it is proposed that the 2023/24 contributions sought are increased by 3.5%. For each member there has been an uplift of 3.5% from the 2022/23 contribution and these contributions are detailed in section 3.4 below.
- 3.4 In line with sections 12 and 13 of the HoTs, Brighton & Hove City Council is seeking the following contributions from the Board’s member organisations:

Organisation	2023/24 Contribution
South Downs National Park Authority	£7,970.00
University of Sussex	£7,970.00
University of Brighton	£7,970.00
Chichester College Group	£7,970.00
Coast to Capital Local Enterprise Partnership	£7,970.00
Adur District Council	£10,100.00
Arun District Council	£24,695.00

Brighton & Hove City Council	£52,300.00
Crawley Borough Council	£20,785.00
Lewes District Council	£15,170.00
Mid Sussex District Council	£24,600.00
Worthing Borough Council	£17,950.00
Total 2023/24 Contributions	£205,450.00
Carry-forward from 2022/23	£49,671.00
Total Budget for 2023/24	£255,121.00

3.5 Appendix 3 outlines the approach used in 2023/24 to determine the contributions that are being sought.

3.6 The budget to support the running costs of the Board in 2023/24 totals £166,663, leaving £88,458 for the 2023/24 workplan, which as in previous years should include £10,000 of contingency funding.

Running Costs 2023/24	
Salary costs (including on-costs) and expenses	£112,102.00
Finance support	£7,911.00
Legal support	£10,834.00
Democratic Services support	£4,616.00
Scrutiny (charged £500 (excluding venue) on a 'pay as you go' basis)	£2,000.00
GBEB Communications	£24,950.00
GBEB Annual report, printing and other materials	£2,750.00
Venue hire, hospitality, and refreshments	£500.00
Additional costs e.g. IT, travel	£1,000.00
Total running costs	£166,663.00
Total Work Plan	£88,458.00
Contingency	£10,000.00
Grand Total	£255,121.00

LEAD AUTHORITY:

- 3.7 On 26 April 2022, the Board agreed that Brighton & Hove City Council continue to act as Lead Authority for 2022/23. As outlined in section 1.8 of the HoTs, lead authority arrangements are reviewed every two years and therefore this arrangement is maintained in 2023/24.
- 3.8 In October 2023, each local authority represented on the Board will be invited to submit an expression of interest in fulfilling the role for 2024/25 – 2025/26. The Board shall then instigate a procurement exercise to select the most appropriate authority for that role.

2023/24 BOARD MEETING DATES:

- 3.9 The Board meeting dates for the new municipal year have been set as follows:
- 18 July 2023
 - 17 October 2023
 - 6 February 2023
 - 23 April 2024
- 3.10 As in 2022/23, it is proposed that all meetings will commence at 10:00. Meetings will be held at various locations across Greater Brighton.
- 3.11 This meeting schedule is correct as of July 2023, but may change as part of a wider review of the Board's governance arrangements.

MEMBERSHIP AND CHAIRPERSON:

- 3.12 As outlined in section 6 of the HoTs, the Chair will be elected annually by the Joint Committee members. The Chair of the Joint Committee shall, by virtue of their democratic mandate, be the Chair of the Board. It is for the Joint Committee to elect the Chair.
- 3.13 The Chair must be formally appointed at the Board's first meeting in the new municipal year. In previous years the election process has been agreed within this paper at the April Board meeting. The April Board meeting was cancelled this year so the process was not formally agreed. However, the same process for electing the Chair has been in place since the Board's inception, so the sensible approach was to repeat this process again.
- 3.14 Brighton & Hove City Council's Democratic Services ran the process, and Cllr Beccy Cooper (Worthing Borough Council) was elected as Chair.

ANNUAL REPORT:

- 3.15 As outlined in section 4.1 of the HoTs, the Board shall submit an annual report to each of the bodies represented on the Board. The annual report for 2022/23 can be found at Appendix 5.

REVIEW OF WORKING PRACTICES:

- 3.16 Since the Board's inception in 2014 there have been four, two-hour public meetings per annual Board cycle, supported by occasional ad-hoc meetings focused on key issues e.g. pandemic response. Following nearly 10 years of operating in the same way there is a need for a review of the way the Board operates, to ensure it remains relevant and effective in a very different economic and political landscape from which it was founded in 2014.
- 3.17 The recommendation at 2.5 is that a sub-group of Board members be established to critically review current governance and working arrangements. This will include the Board's function and purpose, number and type of meetings and the establishment of sub-groups to oversee key themes. The group will be tasked with developing a series of recommendations which will be presented to the wider Board for approval in a separate session to be arranged for September. This meeting will also be an opportunity to discuss the future direction and focus of the Board. The Group will develop a Terms of reference which will be agreed at its first meeting.
- 3.18 A sub-group looking at sustainable infrastructure will also be established following the governance review highlighted in 3.17. The purpose of this group will be to understand and oversee work relating to key infrastructure, including transport, energy, water and digital connectivity. Terms of reference will be drafted for the group which will set out its key aims and objectives and associated timelines.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS:

- 4.1 The proposals are in accordance with the governance arrangements agreed by the Board.

5. COMMUNITY ENGAGEMENT & CONSULTATION:

- 5.1 Not applicable.

6. CONCLUSION:

- 6.1 To ensure that the Board transitions smoothly into the new municipal year, Board members are asked to agree the recommendations outlined.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 An annual operating budget is agreed with the Board for the forthcoming financial year to enable the Accountable Body to provide legal, financial, communications and administrative support to allow the Board to deliver its work-plan. Annual

contributions are made from member authorities to the Accountable Body toward this budget. The contributions from member authorities totalling £205,450 are detailed within paragraph 3.4 of this report. The apportionment of contributions from unitary, district and borough councils are based upon the size of their working age populations and are detailed within Appendix 3. The budget for the financial year 2023/24 will reflect anticipated spend for the work-streams ahead including a provision for contingency. The estimated spend of £255,121 for the year is detailed in paragraph 3.6. The forecast spend for the year also includes a sum for work plan of £88,458 plus a contingency of £10,000. A summary of the budget for 2022/23 together with the spend incurred for that financial year is detailed in Appendix 2. A projected underspend of £49,671 is forecast for 2022/23, subject to confirmation of the outturn position of the accounts, and this will be carried forward to support the budget for 2023/24.

Finance Officer Consulted: James Hengeveld, Head of Finance
Date Consulted: 07/07/23

Legal Implications:

- 7.2 These recommendations are in line with the Heads of Terms and the OPE Memorandum of Understanding. Changes to the Heads of Terms must be varied by a resolution of the Board and approved by each body represented on the Board. The proposed sub-group is not a sub-committee and will not have decision making powers.

Lawyer Consulted: Alice Rowland, Head of Commercial Law
Date: 07/07/23

Equalities Implications:

- 7.3 None

Sustainability Implications:

- 7.4 None

Any Other Significant Implications:

- 7.5 None

SUPPORTING DOCUMENTATION

Appendices:

1. Heads of Terms for Greater Brighton Economic Board
2. 2022/23 Forecast, Contributions and Spend
3. Approach for Calculating 2023/24 Funding Contributions
4. Greater Brighton Economic Board Call-In Protocol
5. Greater Brighton Economic Board Annual Report 2022/23
6. Greater Brighton One Public Estate Programme Annual Report 2022/23

Appendix 1: Heads of Terms for Greater Brighton Economic Board (18 July 2023)

1. Establishment, Purpose and Form

- 1.1. The Greater Brighton Economic Board (“The Board”) shall be established from the Commencement Date.
- 1.2. The over-arching purpose of the board is to bring about sustainable economic development and growth across Greater Brighton (‘the City Region’). To achieve this, the principal role of the Board is to co-ordinate economic development activities and investment at the regional level.
- 1.3. The Board comprises the Greater Brighton Economic Joint Committee (“GBEJC”), on which the local authorities will be represented; and the Greater Brighton Business Partnership (“GBBP”), on which the business, university and further education sectors will be represented
- 1.4. Meetings of the Board comprise concurrent meetings of GBEJC and GBBP.
- 1.5. GBEJC shall be a joint committee appointed by two or more local authorities represented on the Board, in accordance with section 120(1)(b) of the Local Government Act 1972.
- 1.6. The Board may appoint one or more sub-committees.
- 1.7. For the two years starting with the Commencement Date, the lead authority for the Board shall be Brighton & Hove City Council (“BHCC”), whose functions in that capacity shall include the provision of scrutiny (see paragraph 4.3), management of the call-in and review process (see paragraph 8), and the support detailed in paragraph 12.
- 1.8. Unless the Board resolves otherwise, before the start of the third year following the Commencement Date, and every two years thereafter, the Board shall review the lead authority arrangements and, subject to paragraph 1.9, invite each of the local authorities represented on the Board to submit an expression of interest in fulfilling the role of lead authority for the subsequent two year period. The Board shall then instigate a procurement exercise to select the most appropriate authority for that role.
- 1.9. Notwithstanding the appointment of a successor lead authority pursuant to paragraph 1.8, the incumbent lead authority may retain such of their Accountable Body functions as are necessary to enable that local authority to comply with its on-going commitments and liabilities associated with its Accountable Body status.

2. Interpretation

- 2.1. In these Heads of Terms –
 - i. ‘Commencement Date’ means 1st April 2014.
 - ii. ‘City Region’ means the area encompassing the administrative boundaries of BHCC, Adur District Council, Worthing Borough Council, Lewes District

Council, Mid Sussex District Council, Crawley Borough Council and Arun District Council; and 'regional' shall be construed accordingly;

- iii. 'economic development' shall bear its natural meaning but with particular emphasis given to :
 - Employment and skills;
 - Infrastructure and transport
 - Housing;
 - Utilisation of property assets;
 - Strategic planning;
 - Economic growth.
- iv. 'Accountable Body' means the local authority represented on the Board carrying out the function set out in paragraph 12.2.

3. Functions

3.1. The Functions of the Board are specified in paragraph 3.2 below and may be exercised only in respect of the Region.

3.2. The functions referred to in paragraph 3.1 are as follows:

- i. To make long term strategic decisions concerning regional economic development and growth;
- ii. To be the external voice to Government and investors regarding the management of devolved powers and funds for regional economic growth;
- iii. To work with national, sub-national, regional and local bodies to support a co-ordinated approach to economic growth across the region;
- iv. To secure funding and investment for the Region;
- v. To ensure delivery of, and provide strategic direction for, major projects and work stream enabled by City Deal funding and devolution of powers;
- vi. To enable those bodies to whom section 110 of the Localism Act 2011 applies to comply more effectively with their duty to co-operate in relation to planning of sustainable development.
- vii. To incur expenditure on matters relating to economic development where funds have been allocated directly to the Board for economic development purposes; and for the avoidance of doubt, no other expenditure shall be incurred unless due authority has been given by each body represented on the Board.

3.3. In discharging its function specified in paragraph 3.2 (Viii) above, the Board shall-

- i. (save in exceptional circumstances) seek to invest funding on the basis of-
 - a Proportionality, by reference to the economically active demographic of each administrative area within the city Region;

- b Deliverability;
 - c Value for money and return on investment / cost benefit ratio; and
 - d Economic impact to the City Region as a whole.
- ii. Delegate implementation of that function to the lead authority, who shall also act as Accountable Body in relation to any matters falling within that function.

4. Reporting and Accountability

- 4.1. The Board shall submit an annual report to each of the bodies represented on the Board.
- 4.2. The Greater Brighton Programme Board shall report to the Board and may refer matters to it for consideration and determination.
- 4.3. The work of the Board is subject to review by an ad hoc joint local authority scrutiny panel set up and managed by the lead authority.

5. Membership

5.1. The following bodies shall be members of the Board:

- i. Brighton & Hove City Council
- ii. Adur District Council
- iii. Worthing Borough Council
- iv. Lewes District Council
- v. Mid-Sussex District Council
- vi. Crawley Borough Council
- vii. Arun District Council
- viii. University of Sussex
- ix. University of Brighton
- x. Chichester College Group
- xi. Brighton & Hove Economic Partnership
- xii. Adur & Worthing Business Partnership
- xiii. Coast to Capital Local Enterprise Partnership
- xiv. South Downs National Park Authority

5.2. GBEJC shall comprise the bodies specified in paragraphs 5.1(i) to (vii); and GBBP shall comprise the bodies specified in paragraphs 5.1(viii) to (xiv).

5.3. Each of the bodies listed in paragraph 5.1 shall be represented at the Board by one person, save that BHCC shall, by reason of it being a unitary authority, be represented by two persons (as further specified in paragraph 5.4).

5.4. Each local authority member shall be represented at the Board by its elected Leader and, in the case of BHCC, by its elected Leader and the Leader of the Opposition.

5.5. Each business sector member shall be represented at the Board by the Chairman of that member or by a person nominated by the Board of that member.

- 5.6. Each university member shall be represented by a Vice Chancellor or Pro Vice-Chancellor of that university or by a person nominated by that university member.
- 5.7. Each further education member shall be represented by its Principal or the Chair of its Governing Body or by a person nominated by that further education member.

6. Chair

- 6.1. The Chair of GBEJC shall, by virtue of his/her democratic mandate, be Chair of the Board
- 6.2. If the Chair of GBEJC is unable to attend a Board meeting, the Board shall elect a substitute from its local authority member representatives provided that no such member representative attending in the capacity of a substitute shall be appointed as Chair of GBEJC / the Board.
- 6.3. The Chair will be elected annually by members of the GBEJC. Election of the Chair will be conducted through a formal process performed by the Democratic Services Team of the Lead Authority. The elected Chair will be appointed at the first meeting of the Board in the new municipal year. A Chair may be re-elected but shall not serve as Chair for more than 4 years.

7. Voting

- 7.1. Each person represents a member of GBEJC, and each person representing a member of the GBBP, shall be entitled to vote at their respective meetings.
- 7.2. Voting at each of the concurrent meetings of GBEJC and GBBP shall be by show of hands or, at the discretion of the chair, by any other means permitted by law, and voting outcomes reached at those meetings shall be on a simple majority of votes cast.
- 7.3. Where voting at a meeting of GBEJC results in an equal number of votes cast in favour and against, the Chair of GBEJC shall have a casting vote.
- 7.4. Where voting at a meeting of GBEJC results in an equal number of votes cast in favour and against, the motion/proposal/recommendation under consideration shall fall in relation of GBBP.
- 7.5. Where the respective voting outcomes of GBEJC and GBBC are the same, that shall be taken as the agreed Board decision and the Board may pass a resolution accordingly.
- 7.6. Where the respective voting outcomes of GBEJC and GBBP differ, the Board –
- i. May not pass a resolution relating to that matter; and
 - ii. May refer the matter to the Chief Executive of the lead authority, who may consult with members of the Board or such other persons as are appropriate, with a view to achieving agreement on the matter between GBEJC and GBBP by discussion and negotiation.

7.7. Where, pursuant to paragraph 7.6(ii), agreement is reached the matter at issue shall be remitted to, and voted upon at, the next meeting of the Board.

7.8. Where, pursuant to paragraph 7.6(ii), no agreement is reached the motion/proposal/recommendation at issue shall fall.

8. Review of decision

8.1. Decisions of the Board will be subject to call-in and review in the following circumstances:

- i. Where a local authority voted to agree a recommendation at a GBEJC meeting, but the decision of the Board was not to agree the recommendation.
- ii. Where a local authority voted against a recommendation at a GBEJC meeting, but the decision of the Board considered that the interests of the body they represent had been significantly prejudiced; or
- iii. Where any local authority represented on the Board considered that the interests of the body they represent had been significantly prejudiced; or
- iv. Where any local authority represented on the Board considered that the Board had made a decision beyond its scope of authority.

8.2. The procedure for requesting, validation, and implementing a call-in and review is specified in Schedule 1.

8.3. Where a request for call-in is accepted, the Board decision to which it relates shall be stayed pending the outcome of the call-in.

8.4. Following call-in, the panel convened to review a Board decision may refer the decision back to the Board for re-consideration. Following referral, the Board shall, either at its next scheduled meeting or at a special meeting called for the purpose, consider the panel's concerns over the original decision.

8.5. Having considered the panel's concerns, the Board may alter its original decision or re-affirm it. Paragraph 8.1 shall not apply to the Board's follow-up decision. In consequence, the latter decision may be implemented without further delay.

9. Substitution

9.1. Subject to paragraph 9.2, representatives are expected to attend all meetings however, where a representative of a member of the Board is unable to attend a Board meeting, a substitute representative of that member may attend, speak and vote, in their place for that meeting.

9.2. A substitute member must be appointed from a list of approved substitutes submitted by the respective member to the Board at the start of each municipal year.

10. Quorum

10.1. No business shall be transacted at any meeting of the Board unless at least one third of all member bodies are present, and both GBEJC and GPBBP are quorate.

10.2. Quorum for GBEJC meetings shall be three member bodies.

10.3. Quorum for GBBP meetings shall be three member bodies.

11. Time and Venue of Meetings

11.1 Ordinary meetings of the Board shall be convened by the lead authority and will rotate around the City Region.

11.2 The Chair of the Board may call a special meeting of the Board at any time, subject to providing members with minimum notice of two working days.

12. Administrative, financial and legal support

12.1 The lead authority shall provide the following support services to the Board:

- i. Administrative, as more particularly specified in the Memorandum of Understanding pursuant to paragraph 13;
- ii. Financial (including the Accountable body function specified in paragraph 12.2); and
- iii. Legal, comprising Monitoring Officer and Proper Officer functions in relation to GBEJC meetings.

12.2 The function of the Accountable Body is to take responsibility for the financial management and administration of external grants and funds provided to the Board, and of financial contributions by each member of the Board, as more particularly specified in the Memorandum of Understanding Pursuant to paragraph 13. In fulfilling its role as Accountable Body, the lead authority shall remain independent of the Board.

12.3 Other members of the Board shall contribute to the reasonable costs incurred by the lead authority in connection with the activities described in paragraphs 12.1 and 12.2, at such time and manner as the Memorandum of Understanding shall specify.

13 Memorandum of Understanding

13.1 Members of the Board may enter into a memorandum of understanding setting out administrative and financial arrangements as between themselves relating to the functioning of the Board.

13.2 The memorandum may, in particular, provide for –

13.2.1 Arrangements as to the financial contributions by each member towards the work of the Board, including:

13.2.1.1 The process by which total financial contributions are calculated;

13.2.1.2 The process for determining the contribution to be paid by each member;

- 13.2.1.3 The dates on which contribution are payable;
- 13.2.1.4 How the Accountable Body shall administer and account for such contributions;
- 13.2.2 Functions of the Accountable Body; and
- 13.2.3 The terms of reference for the Greater Brighton Officer Programme Board.

14 Review and Variation of Heads of Terms

- 14.1 The Board shall keep these Heads of Terms under review to ensure that the Board's purpose is given full effect.
- 14.2 These Heads of Terms may be varied only on a resolution of the Board to that effect, and subject to the approval of each body represented on the Board.

Appendix 2: 2022/23 Forecast, Contributions and Spend

1. The 2022/23 budget to support the running costs of the Board and the delivery of the workplan totalled £211,486. This was made-up of the 2021/22 roll-over of £20,686 and the contributions as set out in the table below (Table 1).

South Downs National Park Authority	£7,700
University of Sussex	£7,700
University of Brighton	£7,700
Greater Brighton Metropolitan College	£7,700
Adur District Council	£9,620.00
Arun District Council	£22,798.00
Brighton & Hove City Council	£53,437.00
Crawley Borough Council	£18,672.00
Lewes District Council	£15,190.00
Mid Sussex District Council	£23,288.00
Worthing Borough Council	£16,995.00
Total contributions 2022/23	£190,800.00
Roll-over from 2021/22	£97,686.00
Total budget 2022/23	£288,486.00

2. The 2022/23 budget forecast was as follows:

Salary costs (Including on-costs)	£108,311
Finance support	£7,643
Legal support	£10,468
Communications support (Adur & Worthing Councils)	£24,950
Annual Report and other materials	£2,750
Democratic Services support	£4,460
Scrutiny (Charged at £500 on a 'pay as you go' basis)	£2,000
Venue hire & refreshments	£500
Additional costs e.g. IT, travel	£1,000
Total Costs*	£162,082
Work plan items	£116,404
Contingency	£10,000
Grand Total	£288,486

*Excluding contingency.

3. The actual 2022/23 spend (including all known commitments as at 31st March 2023) was as follows:

Salary costs (including on-costs)	£71,624
Finance support	£7,643
Legal Support	£10,468
Communications support (Adur & Worthing Councils)	£24,950
Annual Report and other design/materials costs	£2,304
Democratic Services support	£4,460
Scrutiny	£0
Venue hire & refreshments	£0
Additional costs e.g. IT, travel, training	£2,143
Total Costs	£123,592

Work Plan Items	
Rebranding & Website	£12,000
Hydrogen Sussex	£26,883
Cost of Living Crisis/Economic Outlook Study (IES)	£16,340
Creative Industries Strategy	£21,900
Total Workplan Items	£77,123
Contingency	£0
Grand Total Expenditure	£200,715

The budget remaining as at 31st March 2023 is £87,771. A significant component of this is a staffing cost underspend due to several vacancies through 2022/23. This underspend includes the £10,000 Contingency and £2,000 Scrutiny items, which need to be included in the budget, but as in previous years were not needed to be called upon. This leaves an effective underspend of £75,771. Some of this has already been committed to projects during 2022/23 though not actually physically spent by 31 March 2023. This includes £20,000 to develop an economic dashboard, agreed by the Board in February, The Greater Brighton Food Plan (£15,000) and some work outstanding on the Creative Industries Strategy (£3,100). The actual carry-forward of non-committed funds is therefore £49,671.

Appendix 3: Approach for Calculating 2023/24 Funding Contribution

Total Funds sought for 2023/24 = £205,450

Greater Brighton Business Partnership (GBBP):

- Due to their being largely local authority funded, no contributions will be sought from the Brighton & Hove Economic Partnership and the Adur & Worthing Business Partnership.
- All remaining Business Partnership members will be charged a 'flat fee' of £7,970 which includes 3.5% inflationary uplift from the 2022/23 contributions.

Total funds sought from GBBP = £39,850

Greater Brighton Economic Joint Committee:

- The contributions sought from the unitary, district and borough councils for 2023/24 total £165,600, which includes a 3.5% inflationary uplift from 2022/23.
- Amounts requested from each local authority have been apportioned in relation to the size of their working age populations and are calculated based on the demographic figures from the 2021 census. Please see table below and the latest Business and Demographic Overview overleaf

Total funds sought from GBEJC = £165,600

Organisation	% of working age population (Census 2021)	2023/24 Contribution Calculation
Adur District Council	6.10%	£10,100.00
Arun District Council	14.91%	£24,695.00
Brighton & Hove City Council	31.58%	£52,300.00
Crawley Borough Council	12.55%	£20,785.00
Lewes District Council	9.16%	£15,170.00
Mid Sussex District Council	14.85%	£24,600.00
Worthing Borough Council	10.84%	£17,950.00
Total	100%	£165,600.00

Greater Brighton Business and Demographic Overview – Updated Table July 2023

	A	B	C	D				
Local authority	Total population 2021	Working age (16-64) population 2021	VAT/PAYE Businesses 2022	VAT/PAYE Business units 2022	Business units per 1,000 working age residents	A as % of total Greater Brighton population	B as % of total Greater Brighton working age population	D as % of business units in Greater Brighton area
Adur	64,300	38,500	2,370	2,690	69.87	6.58%	6.10%	5.47%
Arun	160,800	94,100	5,710	6,580	69.93	16.45%	14.91%	13.37%
Brighton & Hove	277,200	199,300	14,995	17,170	86.15	28.35%	31.58%	34.89%
Crawley	112,400	79,200	3,590	4,785	60.42	11.50%	12.55%	9.72%
Lewes	99,900	57,800	4,350	4,955	85.73	10.22%	9.16%	10.07%
Mid Sussex	152,600	93,700	7,360	8,355	88.95	15.61%	14.85%	16.94%
Worthing	110,600	68,400	3,945	4,695	66.64	11.31%	10.84%	9.54%
Totals	977,800	631,000	42,320	49,210		100	100	100

All data sourced from NOMIS. Primary Data Sources: ONS Census 2021, Inter-Departmental Business Register 2022

Appendix 4: Greater Brighton Economic Board Call-In Protocol

1. Requesting a Call-in

- 1.1. Call-in is a process via which decisions made by the Greater Brighton Economic Board (GBEB) but not yet implemented can be challenged by GBEB members and referred to an independent 'call-in panel' for consideration.
- 1.2. Any decision made by the GBEB may be called-in up to five working days from the date of the meeting at which the decision was taken.
- 1.3. Call-in may triggered by any one or more of the constituent members of the GBEB. Such a request shall be made in writing to the Chief Executive of the lead Local Authority (i.e. the Local Authority responsible for GBEB administration at the time of the call-in request) and shall include the reasons for the request and any alternative decisions proposed.
- 1.4. A request for call-in may be made by any GBEB member local authority:
 - i. where a local authority voted to agree a recommendation at a GBEJC meeting, but the decision of the Board was against the recommendation;
 - ii. where a local authority voted against a recommendation at a meeting of the GBEJC but the decision of the Board was to agree the recommendation;
 - iii. where any local authority represented in the Board considered that the interests of the body they represent had been significantly prejudiced; or
 - iv. where any local authority represented in the Board considered that the Board had made a decision beyond its scope of authority.
- 1.5. The Chief Executive may refuse to accept a call-in request which in his/her opinion is frivolous, vexatious or defamatory or where no reason for the decision to be called-in is given.
- 1.6. Should the request be accepted, the Chief Executive will call-in the decision. This shall have the effect of suspending the decision coming into force and the Chief Executive shall inform the relevant decision makers of the call-in. The Chief Executive shall then call a meeting of the GBEB call-in panel to scrutinise the decision.
- 1.7. The GBEB call-in panel must meet within seven working days of the Chief Executive accepting the call-in request. Should the call-in committee fail to meet within this period, or meet but not be quorate, then the original decision shall come into force at the expiry of the seven-day period

2. The GBEB Call-in Panel

- 2.1. The GBEB call-in panel shall include members representing each of the constituent members of the GBEB (i.e. both the Greater Brighton Economic Joint Committee and the Greater Brighton Business Partnership).

- 2.2. The GBEB call-in panel could potentially also include co-opted members from other bodies. Any decision on co-option would be made annually by the GBEB.
- 2.3. Each constituent member of the GBEB shall appoint a member to the GBEB call-in panel. No member of the GBEB call-in panel may also be a member or substitute member on the GBEB – GBEB call-in panel members should be independent of the GBEB to the degree that they have not as individuals been involved in the decision that they are being asked to consider as a call-in.
- 2.4. The Chair of the GBEB call-in panel shall be appointed annually by the GBEB.
- 2.5. Appointments to the GBEB call-in panel shall be annual.
- 2.6. Substitution is permitted on to the GBEB call-in panel. However, no substitute member may be or have been a GBEB member or substitute.
- 2.7. The GBEB call-in panel shall make decisions on the basis of a majority vote. If the vote is spilt then the panel Chair shall have a casting vote.
- 2.8. **Quorum.** To be quorate a meeting of the GBEB call-in panel shall require at least one third of members to be in attendance.
- 2.9. For the purposes of call-in no distinction shall be made between representatives from the members of the Greater Brighton Economic Joint Committee and representatives from the members of the Greater Brighton Business Partnership: all members of the call-in panel will vote together.

3. Call-in meetings

- 3.1. The GBEB call-in panel will consider call-in requests at a special call-in meeting. Typically, the call-in panel will hear from:
- i. the GBEB member who made the call-in request (where a request has been made by more than one member the Chair of the GBEB call-in panel will decide whether to take representations from all the signatories to the call-in request or to ask the signatories to make a single representation). The member(s) who requested a call-in will explain why they feel the original decision was unsound and will suggest an alternative decision.
 - ii. the GBEB. The GBEB Chair (or another GBEB member or an officer supporting the GBEB at the request of the GBEB Chair) will explain why the original decision was made and will provide any additional information they feel is germane. Where the GBEB Chair is a signatory to the call-in request, then another GBEB member (or officer supporting the GBEB) shall attend the call-in meeting to represent the GBEB. This representative will be chosen by the Chief Executive of the lead authority, after discussion with GBEB members.
 - iii. Other organisations, stakeholders or members of the public may be granted the right to make representations to the call-in panel at the discretion of the GBEB call-in panel Chair. However, in general the intention should be to re-

examine the decision originally made not to hold a broader enquiry into the decision in question.

3.2. Call-in does not provide for the call-in panel to substitute its own decision for the original GBEB decision, but merely to refer the matter back to the GBEB. The GBEB can only be asked to reconsider any particular decision once.

3.3. In essence the call-in panel is simply tasked with deciding whether the decision in question should be referred back to the GBEB to be reconsidered. Therefore the only substantive decision the GBEB call-in panel can make is whether to refer the decision back to the GBEB or to let the original decision stand.

3.4. In deciding whether to refer a decision back to the GBEB, the call-in panel shall have regard to:

- i. Any additional information which may have become available since the original decision was made
- ii. The implications of any delay in implementing the original decision
- iii. Whether reconsideration is likely to lead to a different decision
- iv. The importance of the matter raised and the extent to which it relates to the achievement of the GBEB strategic priorities
- v. Whether there is evidence that the decision-making rules in the GBEB constitution have been breached
- vi. Whether there is evidence that the GBEB consultation processes have not been followed
- vii. Whether the decision taken is not in accordance with a policy previously agreed by the GBEB
- viii. Whether there might be an alternative way of dealing with the matter in hand short of referral back to the GBEB

3.5. If having scrutinised the decision, the GBEB call-in panel feels that the decision was seriously flawed, it may refer it back to the GBEB for reconsideration, setting out in writing the nature of its concerns.

3.6. Implementation of any decision referred back to the GBEB remains suspended until the GBEB has met to reconsider the matter. However, should the GBEB call-in panel choose not to refer the matter back to the GBEB for reconsideration then implementation may begin immediately following the call-in committee meeting.

3.7. The GBEB shall reconsider any matter referred back to it by the GBEB call-in panel either at its next scheduled meeting or at a special meeting called for the purpose. Having considered the concerns expressed by the GBEB call-in panel the GBEB is free to make any decision it chooses *including re-affirming its original decision*.

4. Call-in and urgency

- 4.1. The call-in procedure set out above shall not apply where the decision being taken is urgent. A decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the interests of the GBEB or the general public across the 'Greater Brighton' region. The record of the decision, and notice by which it is made public, shall state if in the opinion of the GBEB the decision is an urgent one and therefore not subject to call-in. This is subject to the agreement of the Chief Executive of the lead authority.
- 4.2. Any decision exempted from call-in for reasons of urgency shall be communicated to the Chair of the GBEB call-in panel by the Chief Executive of the lead authority, together with an explanation as to why the decision has been deemed urgent. The intention is that urgency exceptions are used sparingly and only where there is an overriding reason to do so.

GREATER BRIGHTON ECONOMIC BOARD ANNUAL REPORT 2022-2023

**GREATER
BRIGHTON**

GREATER BRIGHTON ECONOMIC BOARD MEMBERS

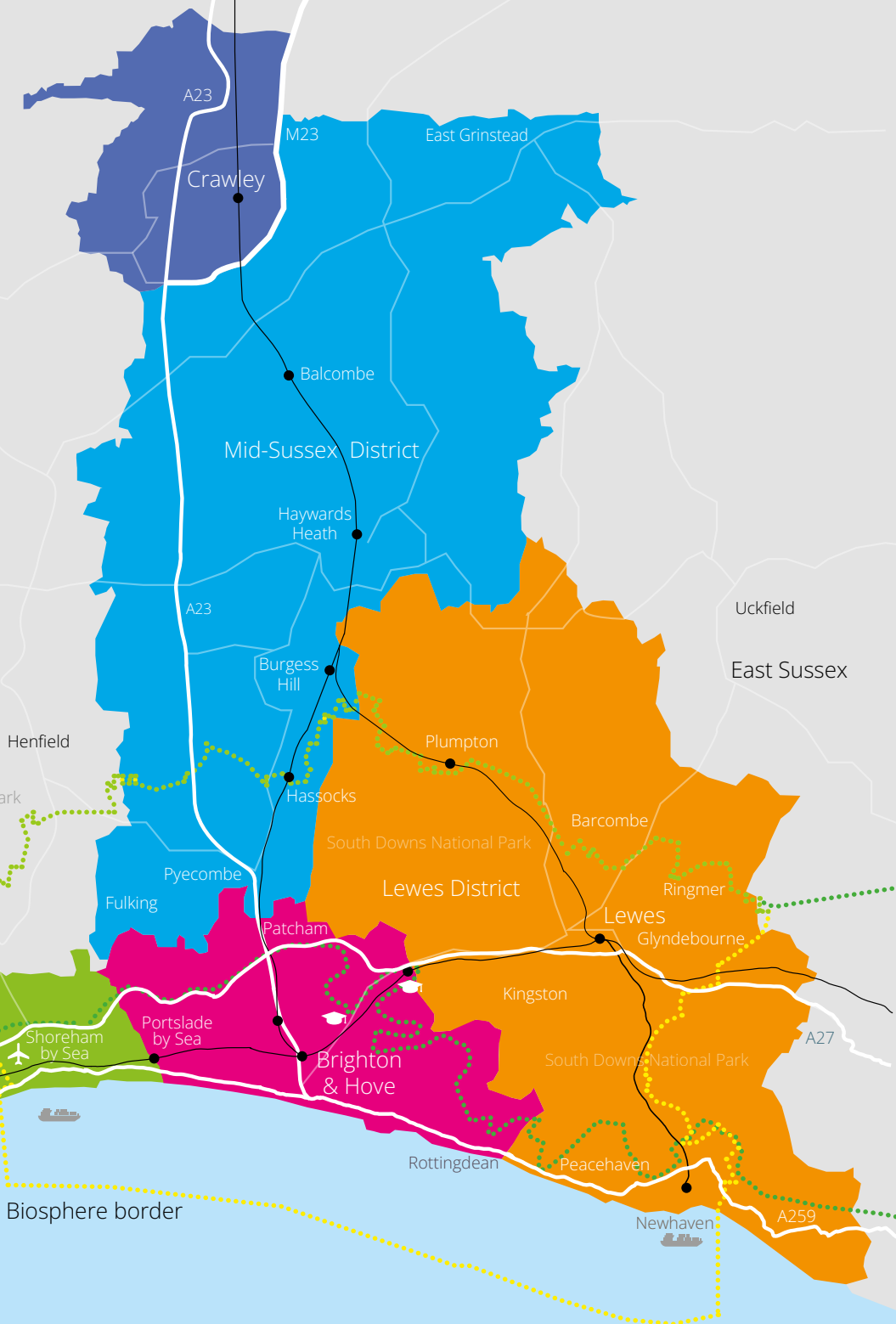
LOCAL AUTHORITIES

- Adur District Council
- Arun District Council
- Brighton & Hove City Council
- Crawley Borough Council
- Lewes District Council
- Mid Sussex District Council
- Worthing Borough Council

BUSINESS REPRESENTATIVES

- Adur & Worthing Business Partnership
- Brighton & Hove Economic Partnership
- Coast to Capital LEP
- University of Brighton
- University of Sussex
- Chichester College Group
- South Downs National Park Authority

Greater Brighton is all about recognising that the economy knows no boundaries. The whole really is greater than the sum of the parts.



OUR ASPIRATIONS

International



GS An international brand, identity and recognition

Maximising opportunities for investment from private investors and leveraging funding available from the UK Government

Utilising the connections of our universities to gain access to international skills and expertise

Creative

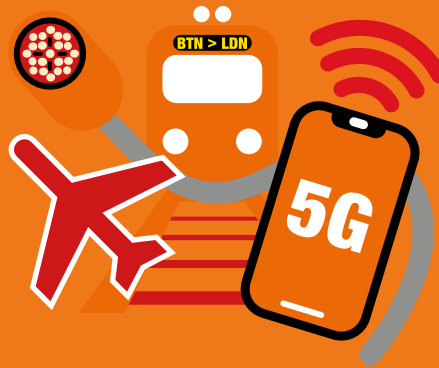


Adopting a regional Creative Industries Strategy helping to unlock growth and nurture talent

Ensuring and enabling knowledge exchange and commercialisation

Promote our creative strengths to attract further investment in our creative and cultural economies

Connected



Sustainable transport infrastructure, with effective regional, national and international routes and connections

Well connected for and attractive for UK and international tourists

The most 5G-enabled City Region in the UK and ubiquitous fibre to the premises digital infrastructure

Talented



Attract and retain talented individuals to live, learn, work and invest in the City Region

A collaborative and coordinated approach across partners to maximise opportunities that can be delivered at scale, such as the Retrofit Task Force

Effective upskilling and reskilling for a green economy and in a digital world

Resilient



Economic resilience – enabling an economy that can adapt to external forces, supporting business through economic challenges and exploring circular economy practices

Environmental resilience – of energy infrastructure, including hydrogen production and utilising the city region's strengths for local food production at scale

Social resilience – of Greater Brighton communities and the wellbeing of residents

TACKLING THE COST-OF-LIVING CRISIS

THE ECONOMIC CHALLENGE

Since spring 2022, a cost-of-living crisis has gripped the UK, affecting both households and businesses. Inflation peaked at around 11% towards the end of 2022, with the rising costs of energy, fuel, food, and raw materials being the major drivers. Interest rates hit 5% in June as the Bank of England continues to grapple with inflation rates well above its 2% target, increasing the cost of borrowing to households and businesses with mortgages and other loans.

The rising cost of essentials such as energy and food, compounded by the increase in the cost of borrowing have put a huge squeeze on household and business finances. The erosion in household disposal income is the most significant witnessed in a generation. As a result, towards the end of 2022 and now well into this year, there have been a series of strikes across a number of sectors, as workers and unions demand pay rises in line with inflation to protect living standards.

GREATER BRIGHTON RESPONSE

Whilst the Greater Brighton Local Authorities and other partners have been doing what they can, resources are very limited, and have therefore been targeted at households and residents most at risk. Due to the complexity and costs of providing direct support to businesses, Greater Brighton partners have been lobbying government for much needed business support.

At a session held in September for Board Members to discuss the Board's priorities going forwards, it was agreed that the cost-of-living crisis was the number one urgent priority. There was agreement that there was a real need to understand, using a mix of actual and anecdotal data, the likely impact of the economic challenges on our communities particularly drawing out the business sectors and geographic areas that are set to be hit hardest. With robust data in place it would be possible to understand what can be done at a Greater Brighton level that will make the most impact.

TACKLING THE COST-OF-LIVING CRISIS

To that end, the Institute of Employment Studies (IES) were commissioned to perform this study. The work involved scoping/discussions with leads in each of the councils to understand the approach they were taking, what analysis they have done, what they planned to do, and exploring the key gaps. There were also discussions with the business community to explore current and future concerns and challenges.

The report produced by IES was presented to the Board in February. It recognised that while the impact of the cost-of-living crisis is being widely felt, there are specific groups who are more vulnerable to falling into poverty. The analysis highlights the key geographic areas across the city region that are feeling the greatest impact as a result of the current economic situation.

Included in the report are two linked recommendations for greater coordination and information sharing across Local Authorities, to collate data insight and work together to share practice and approaches. It is proposed that this is achieved through a city region economic dashboard and establishment of a sub-group.

This group will be tasked with using the analysis from IES to develop immediate actions and interventions that can be made at a Greater Brighton level to support businesses and residents through the cost-of-living crisis. The group will also be charged with exploring opportunities for economic growth and the potential of aligning funding bids across city region partners.

There is also a recommendation for Local Authorities to provide targeted, place and group-based support. This builds on the work that is already underway through individual local plans that councils have in place to support their communities and staff through the cost-of-living crisis. The IES report provides useful data and analysis on places in the city region where there are likely to be particularly high levels of need as well as groups who may have greater or different support needs, like large families, disabled people and students.

This work has shown the value of better monitoring the economic outlook for the city region, and comparing how we are performing against other parts of the country. It has therefore been agreed that a basket of key economic indicators is tracked, monitored and regularly reported going forward. To do this the Board Support Team is going to lead on the development an economic dashboard with the support of external organisation that has experience in analytics.

ENCOURAGING OUR BUSINESSES TO THRIVE – THE BUSINESS HOTHOUSE

BACK IN 2019, THE GREATER BRIGHTON ECONOMIC BOARD COMMITTED £30,000 OF FUNDING TO THE BUSINESS HOT HOUSE, A £10.8M THREE-YEAR BUSINESS SUPPORT PROGRAMME PART-FUNDED BY THE EUROPEAN UNION. THE PROGRAMME, WHICH LAUNCHED IN THE SPRING OF 2020 AND DREW TO A CLOSE THIS SPRING, BROUGHT TOGETHER SIX SPECIALIST SUPPORT PROVIDERS TO FILL THE MUCH-FELT GAP IN BUSINESS SUPPORT PROVISION IN THE COAST TO CAPITAL REGION. THE PROVIDERS INCLUDED THE UNIVERSITY OF CHICHESTER (LEAD PARTNER), BRIGHTON & HOVE CITY COUNCIL, SUSSEX INNOVATION CENTRE AND WSX ENTERPRISE.



The Programme delivered support to businesses under six strands;

- 1. Productivity and Growth Support**
- 2. Access to Finance Support**
- 3. Monetisation of Innovation**
- 4. Leadership and Management Development**
- 5. Start Up Support**
- 6. Invest4 Grants Programme**

Main beneficiaries of the programme have been from three groups; SME organisations, pre-start entrepreneurs and Social Enterprises.

Over the 3-year life of the Programme, over 1,000 individuals and businesses from across the Greater Brighton region have received a total of around 10,000

hours support under strands 1-5 above, including 306 pre-start entrepreneurs and 175 start-ups.

The Invest4 Grants Programme (strand 6), provided an important financial boost to a business that could be used on revenue or capital based projects, to bring forward a project, or make a project happen that would not have happened normally. The grant programme distributed grants with a 40% intervention rate and 60% match funding from the SME. Greater Brighton Businesses have received 126 grants with a total value of £1.58m, which has stimulated £2.68m of match-funding.

The numbers are impressive, and as the following case studies demonstrate, the Programme has made a tangible difference to a number of businesses in different ways.

ENCOURAGING OUR BUSINESSES TO THRIVE - THE BUSINESS HOTHOUSE

5 SQUIRRELS, BRIGHTON

"The Business Hothouse was fantastic, not just with their business planning advice but also in helping me - through the Invest4 Grant Fund - to secure 40% of the capital expenditure of refitting a derelict building, purchasing manufacturing vessels and building a Research & Development laboratory.

Business is flourishing now, we survived the pandemic and even saw strong growth which continues to accelerate - sales are up 50% on last year mainly due to in-house manufacturing and broadening our service offering but also due to the lifting of lockdown restrictions."

JUICE UP, HAYWARDS HEATH

'Juice Up, manufactures and distributes eco-friendly healthy drinks. We sell fresh, raw, cold-pressed juices in glass bottles. We subsequently collect and re-use these items because our mission is to create a great product whilst leaving minimal waste.

With the help of The Business Hothouse's Invest4 Grant Application workshops and 1-2-1 sessions. I was successful in gaining the funding, which would cover 40% of the cost of my new commercial-grade machine, making it a far more affordable prospect.

The new machine has enabled me to produce better quality juice in higher volumes. Now I have a better-quality product at a lower cost-per-bottle and less waste."

MY ROOM OUTSIDE, LANCING

"Before I could even consider launching My Room Outside, I needed to find business grant funding. I joined a boot camp run by The Business Hothouse, which across three sessions helped me to define my product and my customer, write a business plan with a financial forecast and apply for cash to the Invest4 Grant Fund.

My grant funding application was approved and I was awarded cash for my marketing expenses which meant that I could afford to have a logo, a website and a sales brochure designed and produced."



ENCOURAGING OUR BUSINESSES TO THRIVE - THE BUSINESS HOTHOUSE

PROLIFIC 10, BRIGHTON

"We approached The Business Hothouse chiefly because we wanted a business grant from their Invest4 Fund. By that point we'd recognized that if we could invest in the Hub Spot system - a CRM that enables businesses to conduct all of their sales and marketing activity from one platform - that we'd have a competitive edge over other agencies, because it would give us the ability to offer a much more integrated approach to a clients' sales and marketing activity.

The Business Hothouse helped us to achieve this in all sorts of ways: their Invest4 Grant Application support was spot-on - their finance expertise strengthened our application because our supporting documentation, such as our business plan, had their expert input. All of their business advice was incredibly helpful and they gave us tons of it.

Thanks to the cash from Invest4, we're now an official Hub Spot agency and right at the minute, we have our heads down and are working hard to deliver value for our roster of clients, but we do have plans to recruit more staff and broaden our service offering even further. The future is prolific."

An event to celebrate the success of the programme, as it officially drew to a close, was held in Bognor Regis on 27 April.



TRANSITIONING TO NET ZERO

DECARBONISING OUR HOMES

Approximately 20% of the UK's current carbon emissions result from the energy used to heat and power our homes, making the need to decarbonise local authorities' housing stocks a priority if ambitious carbon-reduction targets are to be met. Moving to low carbon heating is a pledge within GB 10 pledges on the environment.

In September 2021 a Retrofit Taskforce was established to help Greater Brighton meet the challenge of making all City Region Council homes zero-carbon by 2030. The Task Force would provide evidence not just for work around decarbonising homes but also enable us to better understand the much wider climate friendly economic recovery and regeneration implications of retrofitting. For example, more efficiently heated homes should in turn also help address skills gaps and tackle fuel poverty, which has become an even more widespread problem over the last year as a result of rocketing energy bills.

This work has been coordinated by Lewes District Council and it included specialists from the University of Brighton and external organisations such as AECOM, Robertson Construction, Gleeds, Value Optimised Retrofit (VOR), Elementa, Parity and IOPT devices.

Switching away from gas has the biggest carbon impact. Solar energy is a no regret solution as it will in effect lower household energy tariffs, deliver immediate carbon and energy savings, and can be used for power or heat. It is also a mature and cost-effective technology, and has a supply chain that has the best chance of scaling up.

If green heat can be delivered directly at a low enough price (and this still might not be achievable) then deep retrofits would not be required - even though deep retrofit is an admirable thing to do. Further work is going to be undertaken in order to understand this better.

Interest in hydrogen at a regional and global scale has intensified over the last 18 months. It is still too early to say how much and indeed if hydrogen can assist in heating, but it could be seen as less challenging than deep-retrofitting all 424,000 homes (social and private) in the Greater Brighton region (Census 2021 data).

Overheating (as a result of a warming climate) will be just as important as energy efficiency in the 2030s, so if deep retrofit is not pursued on all properties, the budgets could be spent on climate change adaptation measures instead.

TRANSITIONING TO NET ZERO

In the autumn of 2020, the Board agreed and launched its GB10 environmental pledges. These pledges promise to use our combined authority, lobbying power, expertise and knowledge to becoming a carbon neutral region, through championing a major programme of projects on environmental action and clean growth. <https://greaterbrighton.com/work-here/net-zero/>

The agreement on the GB10 pledges followed after agreeing ambitious energy and water plans for the Greater Brighton region.

The **Greater Brighton Energy Plan** has over 30 investible energy projects under way. These projects will reduce energy demand, cut carbon emissions, and bring community benefits, and also contribute to a resilient energy system for the future. Some projects innovate with novel technologies and new ways of integrating energy systems, other projects seek to scale up and coordinate well-known interventions.

The Greater Brighton region is one of the most water-stressed in the UK, and the **Greater Brighton Water Plan** sets ambitious targets to reduce water consumption. Important now, but absolutely critical against the backdrop of climate change and the expected population changes by 2050.

Since the GB10 Pledges were agreed and as a result of the growing number of workstreams linked to Net Zero, including the Hydrogen Strategy, the Board has made a commitment to a **Transition to Net Zero Action Plan**. The action plan will allow easier oversight of the progress being made and ensure potential synergies between the individual workstreams are being exploited and opportunities for collaboration maximised across the city region.

Having a clear and focused plan, backed up through proactive communications activity, also provides a strong platform for negotiating with Government. Transitioning to a low carbon economy is a key priority for Government and it is important that as a region competing for limited funds, we can clearly articulate that our priorities are aligned to those nationally and that with the right interventions we will deliver the Government's key objectives at a regional level.

A HYDROGEN STRATEGY TO POWER UP THE REGION

HYDROGEN SUSSEX

Hydrogen Sussex, born out of the Greater Brighton Energy Plan, is the body supporting and facilitating the hydrogen economy across Sussex. A successful launch event was held in February 2021 with well over 200 attendees including government ministers and a diverse range of stakeholders from across the private and public sectors.

With Hydrogen Sussex, the Greater Brighton Region is very much on the front-foot of developing an investment proposition and strategy that aims to bring in significant investment for hydrogen, in a competitive market.

A report to the Board in July 2022 outlined proposals by Hydrogen Sussex for developing a hydrogen strategy, and it was agreed that the Board would contribute £25,000 towards the cost of preparing it. Additional funding was secured from Coast to Capital LEP's Regional Projects Business Case Development Fund. Local company Ricardo were appointed to undertake the work and developed the strategy, which was presented to the Board and approved in February 2023.

The strategy shows that with the right focus, collaboration and action, the region has real potential to stand out

within the UK hydrogen landscape and gain economic and environmental benefits. Key points from the strategy included building a USP for the region, utilising key infrastructure such as Shoreham and Newhaven Ports and Gatwick Airport as potential demand clusters and building on strengths such as engineering and academic excellence and innovation.

The Greater Brighton Economic Board has agreed that the strategy should form the basis of future work on hydrogen in the region, with a key goal being to establish a hydrogen hub. This all puts the region very much at the forefront of a hydrogen fuel revolution.



A LOOK AHEAD TO 2023/24

FOOD FOR THOUGHT

Food system vulnerabilities were revealed through the Covid-19 pandemic and rising prices of food over the last 12 months have helped to fuel the current cost-of-living crisis and spiralling inflation rates. In addition, the shortage of some fruit and vegetables witnessed in February and into March once again highlighted the lack of resilience in the food system. There has never been a timelier opportunity to rebuild local supply chains and infrastructure.

As well as affordability and resilience, there here are broader systemic issues that that the food industry faces, including obesity, waste, and greenhouse emissions. It's worth emphasising the point that the global food system is responsible for up to 30% of worldwide greenhouse gas emissions.

The Board has agreed to the development of a regional food plan that would look to address these challenges, and help to support and build a sustainable and climate resilient economy. The Government's National Food Strategy presents major opportunities for Greater Brighton to attract targeted investment and coordinate economic development activities for:

Food security and sustainable production - To deliver a prosperous agri-food and seafood sector that ensures a secure food supply in an unpredictable world and contributes to the levelling up agenda through good quality jobs around the country.

Healthier and sustainable eating - To deliver a sustainable, nature positive, affordable food system that provides choice and access to high quality products that support healthier and homegrown diets for all. The UK as part of a global food system - To deliver export opportunities and consumer choice through imports, without compromising our regulatory standards for food, whether produced domestically or imported.

The UK as part of a global food system - To deliver export opportunities and consumer choice through imports, without compromising our regulatory standards for food, whether produced domestically or imported.

A LOOK AHEAD TO 2023/24

FOOD FOR THOUGHT

In the winter of 2022/23, a procurement exercise was carried out to find an external partner to assist with preparation of the Strategy. In early March Food Matters Foundation, a locally based third-sector organisation, were awarded the contract for the brief.

The initial stage involved Food Matters reviewing case studies of food system innovation or potential innovation that link to the Greater Brighton 10 Pledges on the Environment. These have been prioritised with the support of Task and Finish Group and then used by to create a pipeline of costed projects for a Greater Brighton Food Plan. The Task and Finish Group has been crucial to supporting this works and includes representatives from both universities, the South Downs National Park and Arun District Council. The work of the Task and Finish Group will continue into the next phase of the Food Plan.

The work is running through the spring and into early summer, with the final report and recommendations due to be presented to the Board in late July.



Herb greenhouse, Littlehampton

A LOOK AHEAD TO 2023/24

LEVELLING-UP

Since the Department for Levelling Up, Housing and Communities (DLUHC) unveiled the Levelling Up White Paper in February 2022, there has been a period of flux and turmoil in Westminster. For a time the future of the Levelling Up Agenda seemed unclear, but with Michael Gove back at the helm of DLUHC there seems to be renewed commitment to levelling up the UK.

Whilst bids from Arun, Brighton & Lewes were successful in round 1, none of the bids submitted from Greater Brighton in round 2 of the Levelling Up fund were successful. Five excellent projects were put forward that would have generated huge benefits to those communities, and it is very disappointing that none of these bids have been taken forward by Government.

Each of the bids will have required a lot of officer time and effort to pull together and against the backdrops of the cost-of-living crisis and ever-shrinking local authority budgets, this may not be the best use of council resources. The bidding process also creates huge uncertainty.

The ambition to level-up regional disparities across the UK seems sensible and fair in principle, but the key to achieving this is through greater financial devolution that provides certainty and allows us to plan spend over a long period. This would support regeneration in our areas and allow us to take an evidence-based approach to investment and regeneration that will result in the best return for the region's citizens, businesses and wider economy.

These points were made by Brighton & Hove's former Chief Executive, Geoff Raw, to the Housing, Communities and Levelling Up Select Committee at the end of last year during an evidence session into their inquiry into Levelling Up funding.

Further coordinated representation to parliament and government on these matters will continue to be made so that the city region has a voice in the Levelling Up agenda going forwards.

A LOOK AHEAD TO 2023/24

CREATIVE INDUSTRIES STRATEGY

In April 2022, the Board agreed the development of a Creative Industries Strategy as a joint commission with the Coastal West Sussex Partnership. The aim of the strategy is to enable creative businesses in the Greater Brighton area to compete effectively and to scale-up their enterprises, creating and safeguarding employment and driving growth.

The Creative Industries is also a key focus of the Government's Levelling Up White Paper which acknowledged the contributions the creative industries make to benefitting both the economy and quality of life for everyone. The Secretary of State for Digital, Culture, Media and Sport (DCMS) has also made clear the desire to reflect the Levelling Up agenda in both policy making and funding distribution for culture and creative industries.

Given the significance of regions and clusters within the creative industries, it is likely that a Greater Brighton approach to strategic development of the sector, articulated through a strategy for the city region, would strengthen any future bids into national initiatives.

Since April 2022, work has been progressing at pace to develop the strategy. A procurement exercise concluded in autumn 2022, with The Fifth Sector consultancy appointed to lead the preparation of the strategy. Work started in earnest in November 2022, with the establishment of a CI Strategy Steering Group to oversee the work. Business and stakeholder engagement has been taking place through a series of workshops and in addition to research and data analysis of the CI sector in the sub-region. A report with the strategy and recommendations is expected in the second half of 2023.



LINKS AND RESOURCES

www.greaterbrighton.com

Links to Investment Programme and OPE Programme

ONE PUBLIC ESTATE PROGRAMME ANNUAL REPORT

**GREATER
BRIGHTON**

THE NATIONAL ONE PUBLIC ESTATE PROGRAMME – OVERVIEW

THE GOVERNMENT LAUNCHED ONE PUBLIC ESTATE IN 2013.

One Public Estate is an established national programme working with more than 300 councils and is delivered in partnership by the Local Government Association and Office of Government Property within the Cabinet Office.

It provides funding and support to enable councils to deliver public property and land initiatives in collaboration with central government and other local agencies.

One Public Estate aims to get more from the collective public sector estate – whether that’s unlocking surplus sites for new housing and jobs, enabling more joined-up public services for local communities, or creating further opportunities for local authorities and public sector partners to reduce running costs and generate income to deliver savings for the taxpayer.

In 2017, the national programme expanded its partnership to include the Department for Levelling Up, Housing & Communities’ (then the Ministry of Housing, Communities & Local Government) new Land Release Fund. The Land Release Fund aims to accelerate the release of local authority-owned land for housing to help increase the public sector contribution to land supply and innovation in housebuilding.

THREE CORE OBJECTIVES:

- 1 **Economic growth – through the creation of new homes and jobs**
- 2 **Delivering more integrated, customer focused services – with property as an enabler**
- 3 **Generating efficiencies – through capital receipts and reduced running costs**

THE NATIONAL ONE PUBLIC ESTATE PROGRAMME – OVERVIEW

The local programme was established in November 2016, under the leadership of the Greater Brighton Economic Board.

It brings together representatives from the participating local authorities, health commissioner and provider trusts, emergency services and education to work on property-focused initiatives through sharing and collaboration including with central government.

The local programme recognises the importance of public sector bodies, as major landowners and as anchor institutions, in making the best use of the city region's limited land supply, to help build the economic, social, and environmental resilience of the region.

In 2020 the Greater Brighton Economic Board agreed 10 ambitious Environmental Pledges to tackle climate change and move the City Region towards net zero. Where appropriate, the local programme will look to support the realisation of these pledges by considering the sustainability and resilience implications associated with maximising the potential of the One Public Estate.



The Greater Brighton One Public Estate Programme – Partnership

The local programme, led by the Property & Design at BHCC, aims to facilitate closer cooperation and coordination between member organisations and key stakeholders. This is supported by two partnership boards:

Greater Brighton Public Sector Property Group: established in October 2016, the Group comprises representatives from the region’s participating local authorities, the health sector, emergency services and education, as well as from the national and West and East Sussex County Council One Public Estate programmes. The Group meets quarterly and is responsible for providing oversight of and support to the programme’s projects, as well as for identifying new One Public Estate opportunities. It also provides a forum to engage public sector landowners in the delivery of key initiatives and themes relating to asset management and use and the built environment.

Greater Brighton Housing & Growth Sites Working Group: formed in November 2019, the Group brings together all Greater Brighton local authorities and Homes England to focus specifically on housing and regeneration, covering supply and delivery, funding and investment, policy and standards, and programmes and initiatives. The Group meets quarterly to share learning and best practice, provide peer support and review, and identify and progress opportunities for collaboration and joint work.



The Greater Brighton One Public Estate Programme – Project Portfolio

Locally led partnerships of public sector bodies can bid for funding from the national programme to repurpose underutilised or surplus public estate for housing, regeneration, and other locally determined uses.

In 2022/23, the local programme was awarded £104,349 in additional funding to support a Land Release Fund project at Victoria Road, Worthing.

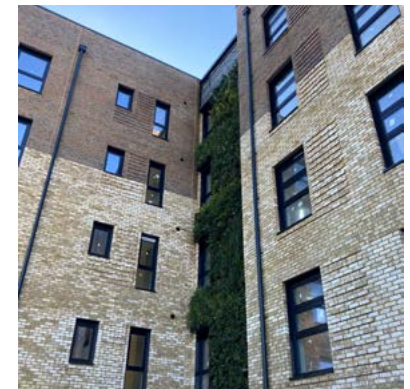
The total funding awarded to the local programme now stands at £6,305,806.37, supporting a portfolio of 34 projects. This comprises:

£1,347,500 in **One Public Estate** revenue funding to support the development of 12 projects that are being led by various public sector bodies. The funding is being used for a range of activities, including feasibility, viability, master planning, business case development and project management support, to provide the evidence base needed to make robust asset management decisions. It is currently expected that these projects will facilitate the delivery of circa 1,000 new homes, £46m in capital receipts, £7.5m in reduced running costs, 5,035 new jobs (including construction), and 29,000sqm of employment floorspace (excluding uses previously defined as D1).

One Public Estate projects are by nature embryonic and the local programme's projects are at varying stages of development. These forecast outputs will likely change as business cases are completed and as schemes are developed and approved.

£4,958,306.37 in **Land Release Fund** capital funding [is to] to enable the delivery of 22 projects (one of which has also received One Public Estate funding) creating circa 500 new homes on local authority-owned land. The funding is being used for small-scale land remediation and infrastructure works, and. It is enabling the viability of these projects by filling the funding gaps caused by abnormal development costs and scheme specific complexities. The Land Release Fund projects form part of:

- Adur & Worthing Council's **Developing Pathways to Affordable Homes**, a four-year programme that will create a combined total of 1,400 affordable homes by 2025 – at least 250 of which will be directly delivered by the councils. To date, Adur District Council has secured £973,000 in Land Release Fund funding to support 7 projects to provide 76 new homes on council-owned land – 100 % of which will be affordable. The projects are being delivered as part of the councils' Affordable Homes Delivery programme.



- Brighton & Hove City Council's **New Homes for Neighbourhoods** programme that is building much-needed new rented council homes on council-owned land. New Homes for Neighbourhoods forms part of the council's package of **actions** to provide more housing in the city. Since 2015 New Homes for Neighbourhoods has delivered 269 homes across 14 projects, and it has a further pipeline of sites set to provide approximately 500 homes. Brighton & Hove City Council has secured £3,587,987 in Land Release Fund funding to date, to support the delivery of 10 projects providing 417 new homes – two of which have already been successfully completed.

- A pipeline of small sites owned by Brighton & Hove City Council being redeveloped by **Bunker Housing Cooperative**, a self-build housing co-operative for low-income families and individuals in the city, for affordable housing in perpetuity. The council will dispose of the sites by long lease to Bunker Housing Cooperative, subject to their securing funding and obtaining planning consent for each scheme. The homes will be available to households meeting the council's allocations criteria and/or on Homemove, the council's housing register, via membership of the cooperative and the rents will be well below the city's market rate. To date, Bunker Housing Cooperative in partnership with Brighton & Hove City Council has secured £139,875.37 in Land Release Fund funding to support 4 projects that will deliver 13 new homes. Two of these sites are no longer coming forward following planning applications and local area consultations.

- The local programme is required to submit triannual reports to the national programme, showing the progress of each of the 34 funded projects against their project plans and highlighting any issues and risks. Despite the impacts of COVID-19 and the need to reprofile some milestones and outputs, the projects generally continue to make steady progress and the case studies that follow aim to showcase some of the key achievements of the past year.

One Public Estate Projects:

1. Worthing Integrated Care Centre, Worthing; 2. Preston Circus Fire Station, Brighton; 3. Preston Barracks Primary Care Centre, Brighton; 4. Moulsecoomb Housing & Community Hub, Brighton; 5. Brighton General Hospital, Brighton; 6. Springman House, Lewes; 7. Hove Station Quarter, Hove; 8. Patcham Court Farm, Brighton; 9. North Street Quarter, Lewes; 10. Burgess Hill Station Quarter, Burgess Hill; 11. Morley Street/Ivory Place, Brighton; 12. Future of Public Sector Office (strategic).

Land Release Fund Projects:

1. Kensington Street, Brighton; 2. Selsfield Drive, Brighton; 3. Victoria Road, Brighton; 4. Windlesham House, Brighton; 5. Former Hollingbury Library, Brighton; 6. Rotherfield Crescent, Brighton; 7. Moulsecoomb Housing & Community Hub, Brighton; 8. Eastergate Road, Brighton; 9. Oakley House, Brighton; 10. Portslade Village Centre, Brighton; 11. Dunster Close – Garage, Brighton; 12. Dunster Close – Hammerhead, Brighton; 13. Hinton Close, Brighton; 14. Natal Road, Adur; 15. Daniel Close, Adur; 16. St Giles Close, Adur; 17. Gardner Road, Adur; 18. Sylvan Road, Adur; 19. Wilmot Road, Adur; 20. Gravelly Crescent, Adur; 21. Ashcroft Sheltered Housing Scheme, Adur. 22. Victoria Road, Worthing

The Greater Brighton One Public Estate Programme – One Public Estate Case Studies

Project Title: Worthing Integrated Care Centre, Worthing

Delivery Body: Worthing Borough Council

Funding Award: £90,000 One Public Estate, Phase 4

This project is delivering a landmark £34 million healthcare centre on the site of the council's former car park on Stoke Abbott Road, located in the heart of Worthing.

Funded by Worthing Borough Council, the project is transforming the brownfield site to deliver the state-of-the-art Worthing Integrated Care Centre (WICC) that will provide GP, mental health, community, and dentistry services under one roof, as well as providing a pharmacy and additional services for families and young children. It will see Worthing Medical Group, Sussex Community NHS Foundation Trust and Sussex Partnership NHS Foundation Trust services integrated into one facility that will support the long-term health of the community and bring huge benefit to residents across the whole of Worthing. The project is also set to include an adjacent six-storey car park capable of accommodating 190 vehicles and 36 bicycles, with a further 28 cycle bays.

On Friday 11 February 2022, representatives of each of the partners were joined by Worthing West MP Sir Peter Bottomley and East Worthing and Shoreham MP Tim Loughton for the 'ground-breaking' ceremony at the site.

The WICC will boast some of the highest environmental standards with an air source heat pump that will provide the majority of heating, as well as photovoltaic solar panels.

Progress has been good and construction is now fully underway. Practical Completion is due by the end of 2023.



The Greater Brighton One Public Estate Programme – Land Release Fund Case Studies

Project Title: Hinton Road Garage Site + Bunker Housing

Delivery Body: Brighton & Hove City Council

Funding Award: £43,311.31 - Land Release Fund SCB, LRF Phase 3

In its Corporate Plan, BHCC has committed to provide genuinely affordable homes and includes a commitment to supporting community led housing and to identifying sites for this purpose.

Sites which are not considered viable for development by the council due to their smaller size and/or challenging access or layout issues are made available for community-led housing through an ongoing partnership led by Brighton & Hove Community Land Trust to build self-build homes for affordable rent, with a range of community-led housing partners.

One such group is Bunker Housing Co-operative, formed initially by two families who struggled to find suitable housing at an affordable cost in the city. Bunker is a self-build housing co-operative, defined as individuals or a group that finance, codesign and commission the homes from a SME builder rather than purchasing a finished product from a developer. The Bunker families formed the co-operative and worked with the council on its community led housing pilot scheme to develop their first two houses on a former garage site.

The small (0.068 ha) site at Hinton Close in Brighton was a former garage block brought forward for community-led housing. It was identified as part of a review of small sites owned by the Council's Housing Revenue Account and deemed as unviable for the council's own council house development programme due to negative land value. As the Housing Revenue Account owns land, the council's commitment to the provision of affordable housing on it is paramount. To aid viability the council has agreed to dispose of the site on a long lease rather than sell for a capital sum upfront.

Development of the Hinton Close site stalled due to costly infrastructure costs resulting from the challenging site topography - a narrow access off an existing cul de sac - and increasing build costs. An allocation of BLRF/SCB helped to bridge the funding gap and, coupled with the enabling funds from community led self-build programme, has allowed the project to move forward.

Effective community engagement promoted local support for the planning application and planning approval for the final scheme was granted in March 2023. Construction is due to begin on site in August 2023 with a target completion date for occupation of the finished houses in August 2024.



The Greater Brighton One Public Estate Programme – Land Release Fund Case Studies

Project Title: Victoria Road, Brighton

Delivery Body: Brighton & Hove City Council

Funding Award: £340,000 Land Release Fund, Phase 1

This project is redeveloping the site of a former housing office and bowls club in Portslade to create 42 new affordable rented homes in a city where demand is far outstripping supply. It is being delivered by the council's **New Homes for Neighbourhood's Programme** and forms part of the council's package of actions to provide more housing in the city.

Construction of the new sports pavilion on the adjacent Victoria Recreation Ground was completed in February 2021, providing a new home for Portslade Bowls Club as well as new FA compliant football changing facilities. The new pavilion includes an outdoor artificial all-weather bowling green, a short mat indoor bowls area, changing rooms, a kitchen, football changing facilities and a kiosk for serving refreshments.

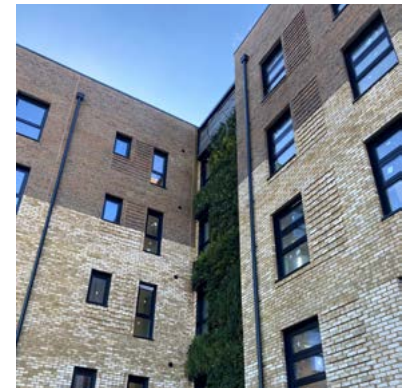
The council is working with Morgan Sindall Construction to build the new homes, which will be a mix of 1, 2 and 3-bedroom flats that will be let through the council's housing register Homemove, which currently has a waiting list of approximately 7,000 households. The

scheme includes a landscaped communal garden for residents with raised planters, trees, a small orchard, seating, and grass amenity space, plus living walls on six elevations of the blocks of flats that will be watered with recycled rainwater. Construction work began in spring 2021 and the 'topping out' ceremony was held on 02 December 2021.

Construction is now complete with tenants having moved into their new homes in May 2023.

The development will be the first new council housing project in the city with a ground source heat pump system to provide heating and hot water for residents. The homes will also benefit from a range of other sustainability features, including a light gauge steel frame, solar panels and high levels of insulation creating low-energy bills and high-quality homes for future residents. A Whole Life Carbon assessment of the scheme is being undertaken by Morgan Sindall and will be vital in informing the design and construction of future housing schemes within the New Homes for Neighbourhood's Programme.

The housing scheme has been shortlisted for an Unlock Net Zero Live award for the building/development of the year by a housing association/local authority category.



The Greater Brighton One Public Estate Programme – Land Release Fund Case Studies

Project Title: Ashcroft Sheltered Housing

Delivery Body: Worthing Council

Funding Award: £407,000

The Ashcroft Sheltered Housing scheme is located on Kingston Lane in Shoreham By Sea. The site consists of a main block of 21 flats (including bedsits and 2-bed flats) and 8 bungalows and has offered sheltered housing to Council tenants since 1982. In January 2020 all residents were decanted from the main building due to fire safety concerns, and the block has remained entirely unoccupied since.

The outdated state and layout of the building and the costs required to update and maintain it suggest that the building is at the end of its useful life and is now considered moribund by the Council.

The Council modelled options for refurbishment and redevelopment and consulted with residents. In March 2021, a preferred option was agreed which consists of knocking the block down and constructing a new block of 43 units with modern assistive technology and flexible care packages, providing for residents with a wide range of needs in accessible, modern accommodation with attractive communal areas. The scheme has got the

backing of local members and the Executive Member for Housing, and the Council's Affordable Housing Delivery Group and Sheltered Housing Team.

The need to demolish the main block currently rendered the scheme unviable, so alternative support was sought to enable the scheme to be brought forward.

Provision of BLRF funding addressed this challenge to enable the project to move forward, delivering much needed purpose-built accommodation provided at social rent levels for elderly people. As a result of the scheme, 44 (up from the original 43) social housing units will come forward, releasing other desperately-needed homes for general needs accommodation, and in combination, house a significant proportion of the 756 households currently on the Council's housing register (158 of which are older households and would qualify for accommodation at Ashcroft).

The scheme was awarded £407,000 for demolition and other costs, under Phase 3 BLRF.

Demolition is due to be completed by summer 2023 with construction due to begin in the second half of 2023 and completion in early 2025.



The Greater Brighton One Public Estate Programme – Wider Project Highlights

Adur District Council Small Sites Programme. This programme is redeveloping small sites in council ownership, most of which are blocks of garages, to deliver much-needed affordable housing in an area with over 700 household on the housing waiting list – with numbers rising as the impact of the COVID-19 pandemic continue to be felt.

1. ST GILES CLOSE
2. GARDNER ROAD
3. SYLVAN ROAD
4. WILMOT ROAD
5. DANIEL CLOSE
6. GRAVELLY CRESCENT

Land Release Fund funding is supporting the council to deliver 6 six of these sites. The sites comprise out-of-date garages, some in a serious state of dilapidation and many used for storage as they are too small for modern cars. The sites are underutilised and uninviting and are subject to antisocial behaviour, including fly-tipping. The programme will regenerate these sites, creating 33 new council homes for rent and improved landscaping for wider public use.

Bespoke plans for each of the sites have been produced and, following online public consultation on the initial proposals in summer 2020, refined by architects to also consider site surveys and feedback from planning officers. The proposals vary from site to site and are for a range of 2 and 3-bedroom homes and 1 and 2-bedroom flats and bungalows, with some suitable for people with mobility problems to meet a range of housing needs.

In autumn 2021 planning permission was secured for 4 four sites – St Giles Close, Gardner Road, Sylvan Road and, Wilmot Road. Following some delays enabling works are now set to commence in summer 2023 to allow for construction to start in autumn 2023, with an expected 12-month build period. Planning permission is currently being sought for the 2 two remaining sites – Daniel Close and Gravelly Crescent. It is hoped that this will be in place by summer 2023.

The new homes will achieve high standards of sustainability. A 'fabric first' approach will ensure that the homes will be very well insulated, and they will also be heated by energy efficient air source heat pumps. Solar panels will be fitted where possible to generate power and help to offset energy bills for future residents.

The Greater Brighton One Public Estate Programme – Wider Project Highlights

HOVE STATION AREA MASTERPLAN, HOVE.

This project sees Brighton & Hove City Council facilitating the redevelopment of the Conway Street Industrial Estate, an eight-and-a-half-acre area on the east side of Hove Station. It is made up of numerous sites in multiple ownerships, including the council and Network Rail, all at varying stages of development. The overall built environment and public realm is uninspiring and the many underutilised spaces and large areas of surface car parking provide significant transformational opportunities, for a vibrant, mixed-use, high-density redevelopment in this inner-urban area of Hove.

The area forms a Strategic Allocation for a minimum of 12,000sqm of office and business floorspace and 200 residential units within the wider Hove Station Development Area (DA6), as defined in the adopted City Plan Part 1. The project has now delivered a masterplan for the area, in the form of a Supplementary Planning Document (SPD), to provide a positive and coherent framework to manage future development and regeneration. The SPD was adopted in September 2021, following Committee approval. The council, Network Rail and Network Rail Infrastructure are continuing to

work collaboratively in examining the development potential of the area and the scope for associated land deals to fully realise the masterplan's aspirations. Due to changes in Network Rail's priorities, we are now evaluating alternative options to bring the scheme forward in a way that delivers maximum benefit.

FUTURE OF PUBLIC SECTOR OFFICE, STRATEGIC.

COVID-19 has had a dramatic impact on the way that public sector staff are working – as part of the pandemic response, there has been an acceleration of digital and agile working and a dramatic shift towards homeworking. Many organisations are unlikely to return to “business as usual” and are looking to develop a more blended staff offer, in a way that is a “win/win” for employers and employees. This project was enabled to allow interested partners to come together to share intelligence, learning and best practice as they consider and develop their new ways of working post pandemic. It also seeks to identify any ways in which a One Public Estate approach could support the new ways of working, including opportunities for collaboration and/or colocation across the local public sector estate. The local programme joined forces with its neighbouring

Strategic Property Asset Collaboration in East Sussex (SPACES) programme to progress work on this topic, to maximise opportunities to share intelligence, learning and best practice, make best use of limited resources, and avoid duplication for organisations operating across both partnership areas. There is also ongoing collaboration with West Sussex One Public Estate. A new Joint Working Group was established in summer 2021, bringing together the 15 participating organisations and other interested parties on a 6-weekly basis. A consultant team was appointed in November 2021 to support the partnerships with the initial mapping and scoping phase and the report was delivered in spring 2022. As working practices have evolved and following a review of the various programmes looking at ways of working, it has been decided to consolidate current efforts within the Future Ways of Working & Workstyles programmes within BHCC and maintain the JWG representation with SPACES.

MOULSECOMB HOUSING & COMMUNITY HUB.

This project is regenerating an underutilised four-and-a-half-acre site in Moulsecoomb to deliver a £70 million scheme comprising 212 council homes, a new community hub and a range of open spaces and outdoor facilities. The new hub will improve the services and facilities available for residents of Moulsecoomb and Bevendean, among the 20% most deprived neighbourhoods in the country. It will bring together GP and community health services, a pharmacy,

Moulsecoomb Library, and adult learning classrooms under one roof, alongside hireable community rooms and a community café. Proposals also include a new centre for youth services within the hub, with a separate entrance. Basing these organisations in the same building will enable them to work better together and provide residents with a single purpose-built facility from which to access a range of key services. It also releases a number of sites to build much-needed new affordable homes, which are being delivered by the council's **New Homes for Neighbourhood's Programme** and forms part of the council's package of **actions** to provide more housing in the city. The proposals are for a mix of 1, 2, 3 and 4-bed homes, as well as several fully accessible homes to meet a range of housing needs. The homes will be let through the council's Homemove register, which currently has a waiting list of approximately 7,000 households. The redevelopment will also create new open spaces and outdoor facilities, including a plaza comprising seating and play equipment, pocket parks and small-sided 3G pitches and a skate park, as well as wider public realm improvements. Following resident consultation in 2020/21, the council has been working with project partners to refine the proposals that now place the hub in the heart of the wider development to improve visibility and accessibility. In November and December 2021 councillors authorised a budget of £2.1 million to finalise and submit a planning application for the project, which was made in early March 2022. Planning permission was granted in early 2023 and housing enabling works is scheduled to begin later in 2023. To support the scheme, the



council submitted a bid to Homes England (under its Affordable Homes Programme) in February 2022. The council has appointed a 'Carbon Review' consultant, to assess and minimise the whole life carbon impact of the scheme both through construction and ongoing impact of the new buildings. The review will inform the detailed design to make sure an ambitious but feasible low carbon scheme is presented at the planning application stage. The new homes are planned to be highly sustainable including solar panels, ground source heat pumps, renewable heating and electric vehicle charging points. The whole life carbon of homes is being assessed to minimise the impact of these homes over their entire lifespan.

PRESTON BARRACKS PRIMARY CARE FACILITY, BRIGHTON.

This project sees Brighton & Hove Clinical Commissioning Group working with project partners to secure the delivery of a new medical facility as part of the wider Preston Barracks regeneration scheme. The new medical facility will help to meet the future healthcare need of the area – where population growth is anticipated to be the highest of any area of the city, creating major demand for additional general practice services that are already extremely stretched. Construction of the new medical facility (as part of the residential development) is now well underway, scheduled for handover at end-July 2022 and immediately followed by an 8-month fit-out programme to allow for occupation in March 2023. Brighton &

Hove Clinical Commissioning Group has identified two practices to expand into the new medical facility, increasing patient capacity from 11,000 to 16,000 (a 45% increase) creating broader and better access to health and care for the local community. Both practices provided their formal commitment to occupying the new facility in March 2019. The process of assigning the lease to the practices has commenced, to align with practical completion in October 2023.

PRESTON CIRCUS FIRE STATION, BRIGHTON.

This project sees East Sussex Fire & Rescue Service refurbishing their busiest Community Fire Station, originally built in 1938, to create modern fit-for-purpose facilities that will include individual sleeping accommodation as well as creating new commercial space to let preferably to public sector partners. This project is now entering RIBA Stage 3. The intention is to submit the planning application in summer 2022, to allow for construction to begin in winter 2022 for completion in winter 2023. Work continues to identify the future uses for the commercial space, including testing interest with public sector partners.

PATCHAM COURT FARM, BRIGHTON.

This project sees Brighton & Hove City Council, the asset owner, facilitating the redevelopment of a vacant three-and-a-half-acre site formerly part of the wider landholding of Patcham Court but becoming physically

divided from its associated farmland in the late 1980s/ early 1990s following the development of the A27 bypass. The site has not been developed since that time, despite numerous attempts to bring it forward. The council is now at an advanced stage of negotiations with its preferred partner, the Royal Mail Group. Royal Mail have undertaken consultation with stakeholders and local residents in advance of submitting a full planning application and have revised the location to the site access to mitigate the impact on the local road network, and on surrounding properties in response to concerns expressed by residents. Royal Mail have a Planning Performance Agreement in place and have submitted a full planning application. The planning application is likely to be determined in the first half of 2023. The relocation and consolidation of the existing Royal Mail sorting office services unlocks two significant development sites in Brighton and Hove, with the potential to deliver an indicative 177 residential units and 3000sqm of office space.

The council is currently working with Hyde Housing Association as part of its Homes for Brighton and Hove JV partnership. The Homes for Brighton & Hove JV team are progressing initial design and planning pre-app advice on the sites, to make an offer for one of both, which should conclude early in 2023. Once the JV's acquisition of one or both sites is agreed, the council can approve the disposal of PCF to Royal Mail.

SPRINGMAN HOUSE AND NORTH STREET QUARTER HEALTH HUB, LEWES.

In 2020, North Street Quarter Ltd announced that it was divesting of its interests in the UK and that it would sell its majority share of land at the North Street Quarter (NSQ) to the Lewes-based developer Human Nature. The land sale completed in February 2021. Lewes District Council has also agreed to sell its minority share of the NSQ land to the same developer, so that it can progress the comprehensive redevelopment of the site. Human Nature has confirmed that it will submit a new planning application for a different, more sustainable scheme at the NSQ. It is anticipated that proposals for the Springman House site will be available prior to the new NSQ planning application being submitted. Relocating the fire station from the NSQ to Springman remains the preferred option and Human Nature has been continuing discussions with the council and East Sussex Fire & Rescue Service (ESFRS). If this is not viable, however, then the developer will be considering an alternative enabling role for Springman. The developer and its architect have also been working closely with the GPs, Clinical Commissioning Group and dentist to review the detailed plans for the previously agreed Health Hub in the context of the new, emerging masterplan for the site. This has also provided an opportunity for health partners to review their requirements in light

of the COVID-19 pandemic. This work is progressing well, and Human Nature is on track to have an agreed set of Health Hub plans for inclusion in its new NSQ planning application. Human Nature have submitted a comprehensive planning application that includes significantly increased number of housing outputs of 416 units. A decision is due in the autumn 2023.

BURGESS HILL STATION.

This project seeks to regenerate a nine acre site in and around Burgess Hill railway station, encompassing the current train station, former sidings and station yard, station car park, adjacent car park (Queens Crescent) and recreation area and playground. The land parcels are in the ownership of both the council and Network Rail, with a portion of the Network Rail ownership let to The Arch Company on a 150-year lease. The station opened in 1841, as part of the development of the Brighton Mainline. The main station building dates to 1877 and is outdated with poor accessibility.

The wider redevelopment area is largely unappealing, makes inefficient use of public sector land and performs poorly as both a gateway to the town and as a public transport interchange. This project aims to comprehensively redevelop the brownfield site, to deliver up to 300 new homes, ancillary commercial space, enhanced and accessible station infrastructure, and public realm improvements. The intention is to maintain the current levels of parking, through the provision of a new multi-storey facility, and to re-provide

recreation and play space. The scheme would create clearly defined, safer, high-quality public spaces in a way that respects the area's historic character. The project would bring wider economic benefits, complementing the regeneration and growth of the town centre and nearby Northern Arc development. Specialist property and design advisors were commissioned in late-2019 to prepare a mixed-used development scheme and programme for the combined property assets.

A preferred scheme was identified, supported by due diligence work on legal title, as well as topographical, environmental and tree surveys, and a detailed development appraisal completed in summer 2020. This demonstrated the site's physical capacity for a major mixed-use regeneration scheme but found only marginal financial viability. The COVID-19 pandemic created major and potentially long-term impacts on rail passenger usage and associated income from station car parks (due to changes in working and travelling behaviour and practices), on the residential property market, and on construction costs. This, coupled with the marginal financial viability of the preferred scheme, created the need for project partners to revisit feasibility and viability.

The project was awarded One Public Estate "top-up" funding in March 2021, enabling the consultant team to be reengaged to undertake this work. The council and Network Rail signed a Memorandum of Understanding in April 2021, agreeing to collaborate on all aspects of project planning and delivery and demonstrating

continued commitment to this joint endeavour. The consultant team delivered its draft report in November 2021. This contains 4 four options, all of which face viability challenges. Project partners are currently considering the options and exploring the opportunities to “plug” the viability gap. A more comprehensive cost analysis will be undertaken, which will include a review of the car park element in spring 2022. Homes England are being engaged and potential future funding discussed.

The site has also been promoted as a development allocation in the emerging Mid Sussex Local Plan Review. This passed Regulation 18 stage in December 2022 and the site allocation will be included in the Regulation 19 consultation in summer/autumn 2023. The the allocation seeks to deliver up to 300 residential units as part of a mixed use development. The project has also examined the potential to utilise the part of the site which is currently used for allotments. A study has been commissioned by the Council to help identify alternative locations within the town for the allotments.

Depending on the outcome of this work and providing that land assembly can be achieved, the intention is to achieve scheme and business case sign-off by all project partners in summer 2023. Detailed design, consultation and planning is forecast for early 2024, allowing for construction to start later in the year. The stakeholders have also examined the potential to bid for Brownfield Land Release Funding with a plan to bid in 2024.



The Greater Brighton One Public Estate Programme – Next Steps

Public sector partners working together to take a more strategic approach to asset management has demonstrable benefits, in terms of supporting the region's economic, social, and environmental productivity priorities.

The local programme will continue to facilitate such collaboration by:

- **Supporting the progression of the existing project portfolio, through to successful completion.**
- **Building knowledge of partners' and government departments' new and emerging asset management strategies, wherever possible supporting plans and identifying opportunities.**
- **Maintaining existing and building new relationships within and beyond the partnership, to identify new collaboration possibilities – including exploring the potential for more strategic projects and/or activities.**
- **Identifying a pipeline of future projects and bidding for new funding, as and when call open.**
- **Keeping abreast of wider initiatives and activities impacting asset management, use and the built environment – ranging from Circular Economy to Social Value and the Integrated Care Partnership – and fostering learning and links across the partnership to support implementation.**

Subject:	Greater Brighton Investment Programme – Progress Update		
Date of Meeting:	18 July 2023		
Report of:	Chair, Greater Brighton Programme Board		
Contact Officer:	Name:	Andy Hill	Tel: 01273 291873
	Email:	<u>andy.hill@brighton-hove.gov.uk</u>	
LA(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The purpose of the Investment Plan Update is to provide the Greater Brighton Economic Board (“the Board”) with an update on progress on the Greater Brighton Investment Programme (“the Investment Programme”) since the Board’s last meeting on 7 February 2023.
- 1.2 Updates are included on the Local Growth Fund (LGF) allocations made as part of the Growth Deal Rounds 1, 2 and 3. The period covered by this report is 1 January -30 June 2023.
- 1.3 This cover report provides some context on the LGF Funding Rounds and narrative updates on the Investment Programme projects. Further details on the individual projects can be found in the Investment Programme Update report at Appendix 1.

2. RECOMMENDATIONS:

- 2.1 That the Board agrees the report and the Investment Programme Update at Appendix 1.

3. CONTEXT/BACKGROUND INFORMATION

LGF Growth Deal Rounds 1 & 2

- 3.1 A total of approximately £90m was allocated to projects across the City Region from LGF Growth Deal rounds 1 & 2. These projects will deliver a total investment of approximately £376m into the City Region, unlocking an estimated 14,000 jobs, 8,200 homes and 450,000m² of employment floor-space. Current active projects are listed below with a summary of progress since the last update.

3.1.1 New England House Growth Centre (Brighton) - £4.9m

Work commenced on-site in June on a detailed fire compartmentation survey of the building. This work is essential in informing the design process.

3.1.2 Digital Catapult & 5G Testbed (Brighton) - £1.8m

Most of the work on the large-scale testbed upgrade at its dual locations of Brighton Dome / Corn Exchange and BDX / the FuseBox has now been finished. A dark fibre link between the 2 locations is now complete.

Our current 5G innovation programme, *Futurescope: Heritage XR*, is supporting 3 businesses to develop 5G-powered immersive content for the heritage sector. The programme is delivered as a partnership between the Digital Catapult, Brighton Dome & Festival and Wired Sussex and is due to complete with a showcase in late July.

Planning (including a business workshop) is underway for the next programme, to be announced in Q3 2023.

3.1.3 Circus Street Innovation Centre & Regeneration (Brighton) - £2.7m

All works complete. Various post Practical Completion snagging works ongoing.

3.1.4 Plus X (Brighton) - £7.7m

Plus X remained operational and continued to grow membership. Since its opening in August 2021, the new ground floor café, Café Domenica, has proved a huge success with members and visitors. The café also provides training opportunities for young people with learning disabilities. The Brighton Research Innovation Technology Exchange (BRITE) programme for ambitious and established businesses primarily based in the Coast to Capital Local Enterprise Partnership region continued. Other elements of the Preston Barracks redevelopment are at an advanced stage, with several buildings at or nearing completion. The first residential blocks are due for completion and occupation in the coming months, and external works to other residential blocks continues. The University of Brighton's adjacent development also progressed well. The new student halls on the Mithras House site were completed. Construction of the new pedestrian bridge spanning the Lewes Road was completed in autumn 2022.

3.1.5 Valley Gardens – Phase 3 (Brighton) - £8.0m

The Detailed Design for the scheme has been completed and the project has entered the procurement phase. It has been decided that Procurement will include Early Contractor Involvement, the benefits of which are recognised to include, opportunities for Value Engineering, the development of a more robust scheme cost and opportunities to carry out an in-depth review of the construction programme with key stakeholders such as bus and taxi services, thereby minimising the impact on the traffic network. However, the new Administration are planning a review of the scheme to ensure maximum benefit to the city. The timeframe for delivery depends on the length of the review and outcome of this review.

3.1.6 Adur Tidal Walls & Western Harbour Arm Flood Defences (Shoreham-By-Sea) – £10.5m
Demolition of redundant Yacht Club October/November 2021.
Continued pluvial and fluvial modelling to inform design.

3.1.7 A2300 Corridor Improvements (Burgess Hill) - £17.0m

See 3.2.5 below

LGF Growth Deal Round 3

3.2 In February 2017 Coast to Capital announced that it has secured £66m through Round 3 of the Growth Deal. All six projects put forward by the Board were allocated funding - totalling £48.77m. The project updates are as follows:

Worthing Central Phase 1 (Worthing) - £5.6m

3.2.1 Teville Gate:

Site acquired by Worthing Borough Council for redevelopment in August 2021. Development Strategy and approach involving joint investment with London & Continental Railways confirmed in December 2021. March 2022 Development Partner agreed by JSc Committee – Hyde Housing Group.

3.2.2 Union Place:

S106 agreement drafted and formal planning permission issued. Roffey Homes agreed as Development Partner on the site.

3.2.3 Decoy Farm (Worthing) - £4.8m

Appointment of the full design team including commercial advice, surveying team, architectural team and wider suite of advisers.

Phase 2 of the development and output to deliver employment floorspace is progressing well.

The Strategic Outline Case and Outline Business Case for the development of Decoy Farm are approved.

Approval to progress the project through to Full Business Case in readiness for project delivery received at the Joint Strategic Committee meeting on 13 July 2021.

3.2.4 New Monks Farm & Airport (Shoreham-By-Sea) - £5.7m

There is no further update for this period.

3.2.5 Growth Location (Burgess Hill) - £14.9m

Town Centre Regeneration: Completion of the S106 agreement and planning permission for the redevelopment of the Martlets Shopping Centre was issued on the 2nd July 2021.

Brookleigh (Northern Arc): The first 50 occupations of shared ownership homes and affordable rented properties on Oakhurst (Previously known as Freeks Farm) have taken place. Works are ongoing on the Eastern and Western Link Road.

The University of Brighton Academy Trust has been chosen as the academy sponsor for the first primary and the secondary school. The secondary school will be constructed to Passivhaus standards and is due to open September 2025. Detailed design work is taking place on the Secondary school to enable construction to commence once the land has been transferred to WSCC from Homes England.

A feasibility study for the Centre for Outdoor Sports has been completed and next stage plans agreed with facilities to be developed for use by the public by 2025.

Place and Connectivity: Work is coming to a close on delivery of the MSDC Led Phase 1 schemes including public art, public realm improvements to the underpass at Wivelsfield Railway station alongside townwide infrastructure improvements across Burgess Hill and the Green Circle, totalling 14km.

WSCC Phase 1 schemes are currently in delivery and are due to complete Spring/Summer 2023; communications and stakeholder management is ongoing.

A2300 corridor improvements: Construction began in spring 2020; programme now complete with both carriageways officially opened on the 8th April 2022.

Employment space, Panattoni Park (The Hub): The site was purchased by developers Panattoni and renamed Panattoni Park Burgess Hill. The second phase of development (a 5,000m² warehouse for Roche Diagnostics) was completed in early February 2022. Outline planning permission for the remaining 40,000m² has been approved, and issued with view to complete construction early 2024.

Digital Infrastructure: Works to implement the Digital Infrastructure across and around Burgess Hill, including a southern link to Brighton and a northern link via Horsham to Crawley, are well progressed. The Local Full Fibre Network (LFFN) project has now been delivered totalling 20km of dark fibre and the Burgess Hill Fibre Exchange. Customer enquiries being received and are responded to through the CNI co-operative partners.

One public estate (OPE) 7: The Brow - redevelopment of an extended Brow site in Burgess Hill will provide enhanced accommodation for the emergency and primary care services and to create space for 440 new homes (led by WSCC). Consultants Faithful and Gould have completed a draft viability study which is currently being reviewed to agree next steps.

Land adjacent to Burgess Hill station: Officers are working with key stakeholders including Network Rail and The Arch Company (the principal landowner at the site). Review of feasibility and appraisal work is underway.

Goddards Green Waste Water Treatment Works: Phase 1 of the project has been completed delivering most of the odour reduction benefits. All the £4m LGF-funding has been spent, alongside the £6.54m HIF grant. The remainder of the project will be funded by private Southern Water investment (£13.6m) and is due for completion by the end of 2023.

3.2.6 Black Rock /Waterfront (Brighton) - £12.1m

The new Promenade link began with temporary closure of one of the main car access ramps into the Marina to allow for the new bridge link to be introduced to link to Black Rock. The final stage of the Black Rock project (site decontamination and utility relocation) will complete in autumn 23.

LGF Growth Deal Unallocated Funds Rounds 1 & 2 – December 2016 Call

3.3 In December 2016 Coast to Capital announced that it had approximately £46.65m of unallocated funds available to support capital growth projects. The Greater Brighton Economic Board put forward eight bids, five of which received funding totalling approximately £9.9m. The project updates are as follows:

3.3.1 Adur Civic Centre (Shoreham-By-Sea) - £1.8m

Phase 2: Public consultation on proposed development by Hyde Housing took place on 20/02/2020 and detailed design work was undertaken throughout 2021.

3.3.2 Springman House (Lewes) – £2.0m

Springman is an enabling site for the North Street Quarter (NSQ) and is inseparably linked to the delivery of this wider scheme. The NSQ is a strategic allocation in the South Downs National Park Authority (SDNPA) Local Plan. Lewes District Council purchased the Springman site in March 2017 to enable the comprehensive redevelopment of the NSQ for a mix of uses including residential and employment.

The developer (Human Nature, Lewes) has submitted a planning application for the NSQ which includes plans for 700 new homes. As part of the scheme, new affordable homes are proposed at the Springman site. Details of the proposals can be found in the 'live planning application reference: SDNP/23/00526/OUT which is currently being assessed by SDNPA.

3.3.3 Railway Quay (Newhaven) - £1.5m

LDC has acquired the former UTC Harbourside – now renamed Marine Workshops – following successfully securing £1.3m from the Getting Building Fund. The building is being recommissioned and updated into a maritime and sustainable technology hub, offering education / training space and commercial facilities for SME's. This has been augmented by a commitment of £1.05m from LDC.

The building purchase completed on 17 June 2022 and phase 1 recommissioning works have completed. The next phase of works will be to create car park improvements and works associated with tenants moving into the building. A soft launch for LDC staff will commence early 2023 alongside a tender process for an operator/operators to run parts of the building.

3.3.4 Heritage Centre Stage – Corn Exchange & Studio Theatre (Brighton) - £3.0m

The project reached Partial Possession on 19 May 2023 with the restored 200-year-old Grade I listed Corn Exchange, Grade II listed 1930's Studio Theatre and new gallery bars and foyers reopening to the public. The Van Gogh Attraction is now occupying all the spaces until September when some remaining works will be carried out to achieve Practical Completion. Covid-19, Brexit and the conflict in Ukraine significantly affected the project's progress impacting availability of materials with longer lead in and delivery times, associated delays and increased costs, compounded by inflationary pressures. Practical Completion is now anticipated in October 2023.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 None required.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 None required.

6. CONCLUSION

6.1 The Board is asked to agree the contents of this report.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 There are no direct financial implications associated with this report regarding the progress made in the fourth quarter of this financial year on approved schemes within the Greater Brighton Investment Programme. Schemes already included within the Greater Brighton Investment Programme have approved business cases in place with funding options identified and these have been reported to their respective bodies. The progress of each scheme is detailed within the Investment plan Update Report in appendix 1.

Finance Officer Consulted: James Hengeveld, Head of Finance
Date Consulted: 07/07/2023

Legal Implications:

None arising from this report.

Lawyer Consulted: Wendy McRae-Smith, Senior Lawyer
Date Consulted: 05/07/2023

Equalities Implications:

7.2 None arising from this report. Equalities issues will be addressed on a project-by-project basis.

Sustainability Implications:

7.3 None arising from this report. Sustainability issues will be addressed on a project-by-project basis.

Any Other Significant Implications:

7.4 None.

SUPPORTING DOCUMENTATION

Appendices:

Greater Brighton Investment Update Report July 2023.

Background Documents:

None

Greater Brighton Economic Board

Investment Programme Update Report

July 2023

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Adur Civic Centre - Shoreham



Aims & objectives

Adur District Council have led on the development of a two-phase scheme for the former Council offices in Shoreham. Phase 1 involved the development of a 30,000 sqft (gross) office building which is now complete and let to local business Focus Group following £9.89m of Council investment.

For Phase 2 the Council have identified Hyde Housing as the preferred bidder for the site (Hyde Housing) and are working to finalise contracts. A planning application was submitted in August 2021 for 173 homes (100% affordable in line with Hyde Housing's strategic partnership with Homes England) and ground floor commercial space.

Key facts

Delivery Partners: Adur District Council, Willmott Dixon, Hyde Housing Group

Funding (all years)

Total LGF Funding	£1.71m
Total Public Funding	£0.0m
Total Private Funding	£9.89m
Total Other Funding	£0.00m
Total Funding	£11.60m

Outputs

Phase 1 North Site -30,000sqft of employment space

Phase 2 South Site – 987sqm of employment space and 171 residential units

What happened in the last period

Phase 2: Public consultation on proposed development by Hyde Housing took place on 20/02/2020 and detailed design work was undertaken throughout 2021.

Target milestones

Planning Determined: February 2022 – approved at planning committee on 1st March 2022.

Start on site: summer 2022

Completion: by autumn 2024

Black Rock - Brighton



Aims & objectives

The three phases of the Black Rock project now underway, will deliver a package of enabling, access and infrastructure works, a three-year programme of large capacity meanwhile uses and events (with 10,000 capacity) and a future development of “significance” on the newly enhanced 1.7-hectare site.

Completed works to date (2020-22) include: new pedestrian access sea wall, fully accessible 800mtr beach boardwalk with lighting, new public realm spaces with seating and 5 x level access (heritage) railway crossing points allowing access to the beach. These initiatives will make the site more attractive for future development and along with de-risking works will provide an “oven ready” and developable site available from 2025/6 onwards. The first phase of a potential future sustainable transport link from Brighton Marina to the Palace Pier started on site this month (January 2023) with a new bridge link underneath the car access ramps, and in the final phase, (starting in Summer 2023) underground utilities will be relocated and obstructions removed, before releveling of the whole site. Supplementary works to two derelict heritage buildings adjoining the site will provide café/restaurant uses. This will support meanwhile uses from summer 2023 onwards.

Completion will result in full remediation of a site that has lain empty for over 40 years and held back the regeneration of the Eastern Seafront.

Meanwhile uses will deliver jobs and economic impacts around a programme of events at Black Rock starting in November 2023. These are expected to generate both income for the city council and economic impact for the city. A proposed Christmas Event space will be followed by a confirmed program of events to be worked up through 2023, and to be delivered through to late 2023 to 2025/6.

The new Development Brief will provide the basis upon which the council appoints a development partner to deliver new development for the Black Rock site. The brief will emphasise links to the surrounding area in accordance with the City Plan and will look for uses that make a qualitative improvement to this strategic 1.7-hectare beach front site. The brief will include requirements to deliver community benefits in terms of improved public realm and leisure uses, and also to provide uses that will act as an anchor for both the Eastern Seafront and Brighton Marina. The plan will be consulted upon before adoption.

Key facts

Delivery Partners: Brighton and Hove City Council are leading the project, with Rose Project’s, J.T Mackley & Co Ltd, Edburton Contractors Ltd, and Landbuild Ltd.

Funding (all years)

Total LGF Funding	£12.11m - underway
Total Public Funding	£3.9m
Total Private Funding	Subject to final business case
Total Other Funding	£1,398 \$106, Departmental contributions and additional corporate funding by BHCC from reserves
Total Funding	£14.409m

Black Rock - Brighton

Outputs

Outputs for the permanent Black Rock development will deliver between 163 – 354 jobs and a NPV of an estimated £86,847 - £160,259 depending upon the final composition of mixed uses.

What happened in the last period

The new Promenade link began with temporary closure of one of the main car access ramps into the Marina to allow for the new bridge link to be introduced to link to Black Rock.

Target milestones

The final stage of the Black Rock project (site decontamination and utility relocation) will complete in autumn 2023.

Burgess Hill Strategic Growth Programme



Artist's impression

Aims & objectives

The programme will deliver transformative change to the town, secure major growth and significant improvements in housing, jobs, infrastructure, and social and community facilities. To support the programme the following grant funding has been secured:

- **£17 million** from the Local Growth Fund (LGF) to support A2300 corridor improvements comprising an upgrade to a dual carriageway, junction improvements, and the provision of a footway and cycleway linking to the National Cycle Network.
- **£10.9 million** LGF funding for a Place and Connectivity package of sustainable transport schemes including improvements to Burgess Hill and Wivelsfield railway stations, public realm improvements, and an inter-urban cycle route between Haywards Heath and Burgess Hill.
- **£4 million** LGF and a further **£6.5 million** Housing Infrastructure Fund (HIF) to improve the Goddard's Green Waste Water Treatment works, unlocking land to develop a further 256 homes.
- **Up to £2.2 million** from the Government's Local Full Fibre Network fund and **£2 million** LGF and **£1.6**

million retained business rates to support the implementation of new digital infrastructure for Burgess Hill which in turn will stimulate the market for internet service providers. • **£215k** from One Public Estate for design and feasibility studies to redevelop 'The Brow' and land adjacent to Burgess Hill Station. • **£1 million** Access for All funding to improve accessibility at Wivelsfield Station.

Key facts

Delivery Partners: Mid Sussex District Council, Homes England, West Sussex CC, Burgess Hill Town Council, Coast to Capital, Department of Transport, and developers.

Funding (all years)

Total LGF Funding	£33.9m
Homes England Funding	£288.0m
DCMS & Other Digital Funding	£3.8m
OPE Funding	£215k
Total Public Funding	£0.0m
Access for All	£1.0m
WSCC Funding	£3.34m
MSDC Funding	£3.69m
Total Public Funding	£356.64m
Total Private Funding	£652.2m
Total Funding	£1008.8m

Following their acquisition of the Brookleigh land parcels, the Council has an approved Infrastructure Delivery Plan (IDP) with Homes England which confirms an investment of £162m in strategic infrastructure.

Burgess Hill Strategic Growth Programme

Outputs

5,000 new homes, a Science and Technology Park (up to 100,000m² employment space), two business parks, 15,000 new jobs (including construction jobs), a major town centre regeneration (offering retail space, commercial leisure space, as well as new homes), improvements to the A2300 corridor, a package of public realm and sustainable transport schemes, new schools, increased GP capacity, improved leisure facilities, full-fibre digital infrastructure.

What happened in the last period

Town Centre Regeneration: Completion of the S106 agreement and planning permission for the redevelopment of the Martlets Shopping Centre was issued on the 2nd July 2021

Brookleigh (Northern Arc): The first 50 occupations of shared ownership homes and affordable rented properties on Oakhurst (Previously known as Freeks Farm) have taken place. Works are ongoing on the Eastern and Western Link Road.

The University of Brighton Academy Trust has been chosen as the academy sponsor for the first primary and the secondary school. The secondary school will be constructed to Passivhaus standards and is due to open September 2025. Detailed design work is taking place on the Secondary school to enable construction to commence once the land has been transferred to WSCC from Homes England.

A feasibility study for the Centre for Outdoor Sports has been completed and next stage plans agreed with facilities to be developed for use by the public by 2025.

Place and Connectivity: Work is coming to a close on delivery of the MSDC Led Phase 1 schemes including public art, public realm improvements to the underpass at Wivelsfield Railway station alongside townwide infrastructure improvements across Burgess Hill and the Green Circle, totalling 14km.

WSCC Phase 1 schemes are currently in delivery and are due to complete Spring/Summer 2023; communications and stakeholder management is ongoing.

A2300 corridor improvements: Construction began in spring 2020; programme now complete with both carriageways officially opened on the 8th April 2022.

Employment space, The Hub: The site was purchased by developers Panattoni and renamed Panattoni Park Burgess Hill. The second phase of development (a 5,000m² warehouse for Roche Diagnostics) was completed in early February 2022. Outline planning permission for the remaining 40,000m² has been approved, and issued with view to complete construction early 2024.

Digital Infrastructure: Works to implement the Digital Infrastructure across and around Burgess Hill, including a southern link to Brighton and a northern link via Horsham to Crawley, are well progressed. The Local Full Fibre Network (LFFN) project has now been delivered totalling 20km of dark fibre and the Burgess Hill Fibre Exchange. Customer enquiries being received and are responded to through the CNI co-operative partners.

One public estate (OPE) 7: The Brow - redevelopment of an extended Brow site in Burgess Hill will provide enhanced accommodation for the emergency and primary care services and to create space for 440 new homes (led by WSCC). Consultants Faithful and Gould have completed a draft viability study which is currently being reviewed to agree next steps.

Land adjacent to Burgess Hill Station: Officers are working with key stakeholders including Network Rail and The Arch Company (the principal land-owner at the site). Review of feasibility and appraisal work is underway.

Goddards Green Waste Water Treatment Works: Phase 1 of the project has been completed delivering most of the odour reduction benefits. All the £4m LGF-funding has been spent, alongside the £6.54m HIF grant. The remainder of the project will be funded by private Southern Water investment (£13.6m) and is due for completion by the end of 2023.

Target milestones

Various (project specific)

Circus Street - Brighton



Aims & objectives

The mix of residential, business, education and cultural occupiers on the site will bring a wide variety of people into the area, benefitting existing local businesses. Economic impact studies indicate that the development will create approximately 232 predominantly local jobs. It will generate £1 million in council tax, new business rates contributions and new homes bonuses. It would encourage student and new resident population spending in and around the site and would boost the local economy by more than £10m each year due to a multiplier effect.

The main office building will be a new centre for innovation and enterprise that will maximise the potential for linking the University's research functions and private organisations that will cohabit in the building. This Innovation Hub will, in turn, create and support fledgling new business in the City and generate opportunities for students, graduates and university staff to work alongside SMEs and larger organisations.

The Dance Space provide a new HQ for South East Dance as well as 3 studios (one for public performances) and office space for other cultural industries. The growing artistic community in Brighton has no dedicated space for dance and it is estimated that 60,000 people will use the space every year. It will become a cultural and community hub, where people gather to collaborate, participate, watch and learn.

Key facts

Delivery Partners: U+I plc (Cathedral Brighton), Brighton & Hove City Council

Funding (all years)

Total LGF Funding	£2.70m
Total Public Funding	£0.40m
Total Private Funding	£106.57m
Total Other Funding	£0.00m
Total Funding	£109.67m

Outputs

New homes; 387 additional jobs and 232 net additional jobs after displacement and substitution; 30,000 sq ft. office building; 450 student accommodation bed spaces; "The Dance Space" (dance studios, offices, public performance space and HQ for South East Dance); start-up workshops, retail units and restaurant; public realm to include a square and landscaped courtyards.

What happened in the last period

Phase 2: Public consultation on proposed development by Hyde Housing took place on 20/02/2020 and detailed design work was undertaken throughout 2021.

Target milestones

All target milestones achieved.

Decoy Farm - Worthing



Aims & objectives

An ambitious plan to upgrade an environmentally challenging but sizable plot of allocated employment land that has stood unused for over three decades. The completed project will boost employment opportunities and economic performance in the entire Coast to Capital LEP region.

Key facts

Delivery Partners: Worthing Borough Council, West Sussex County Council, Coast to Capital LEP.

Outputs

Phase 1: To remediate the 7-hectare former landfill site, unlocking it for commercial development.

Phase 2 – To deliver up to 13,536sqm of employment floorspace by developing new commercial units to meet existing and future industrial demand.

Funding (all years)

Total LGF Funding	£4.84m
Total Public Funding	£4.84m
Total Private Funding	£15.0m
Total Other Funding	£0.00m
Total Funding	£11.60m

What happened in the last period

Appointment of the full design team including commercial advice, surveying team, architectural team and wider suite of advisers.

Development Strategy

- Phase 2 of the development and output to deliver employment floorspace is progressing well.
- The Strategic Outline Case and Outline Business Case for the development of Decoy Farm are approved.
- Approval to progress the project through to Full Business Case in readiness for project delivery received at the Joint Strategic Committee meeting on 13 July 2021.

Target milestones

Planning Determined: February 2022 – approved at planning committee on 1st March 2022.

Start on site: summer 2022

Completion: by autumn 2024

Digital Catapult Centre - Brighton



Funding (all years)

Total LGF Funding	£0.50m
Total Public Funding	£1.00m
Total Private Funding	£0.50m
Total Other Funding	£0.00m
Total Funding	£2.00m

Target milestones

5G testbed upgrade completed
December 2022

Research & Innovation Fibre Ring DCB
outputs delivered – March 2025

Outputs

10,000 businesses receiving information about emerging technology opportunities; 1,000 businesses receiving non-financial support; 250 businesses assisted to cooperate with universities and other research institutions; 100 businesses supported to introduce new products or services to the market or the firm; 30 hackathons, boot-camps or pit-stops; and 10 in-depth collaborative R+D projects.

What happened in the last period

Most of the work on the large-scale testbed upgrade at its dual locations of Brighton Dome / Corn Exchange and BDX / the FuseBox has now been finished. A dark fibre link between the 2 locations is now complete.

Our current 5G innovation programme, *Futurescope: Heritage XR*, is supporting 3 businesses to develop 5G-powered immersive content for the heritage sector. The programme is delivered as a partnership between the Digital Catapult, Brighton Dome & Festival and Wired Sussex and is due to complete with a showcase in late July.

Planning (including a business workshop) is underway for the next programme, to be announced in Q3 2023.

Aims & objectives

To enable businesses to develop and exploit new products and services utilising emerging technologies (AA/VR, 5G, AI, etc), in order to improve productivity, develop better employment prospects and increase GVA in the region. The Digital Catapult Centre Brighton (DCCB) provides opportunities for start-ups and small businesses to connect with university research knowledge, work with large corporations, access innovation expertise and to engage with two core emerging technology platforms - the Immersive Lab and the 5G testbed. The 5G testbed received additional funding and the initial development and engagement activity is taking place at DCCB, hence the project date extension.

Key facts

Delivery Partners: Wired Sussex, University of Brighton, University of Sussex, BHCC, American Express, BDBF.

Heritage Centre Stage - Brighton



Aims & objectives

New Business Model & Commercial Strategy that increases future resilience by improving commercial performance and reducing running costs:

- Enhanced contribution to Brighton's cultural tourism by a strengthened City Centre & Cultural Quarter offer
- Returning the Royal Pavilion Estate to a world class heritage destination & protecting the heritage
- Achieving the long-term vision for both organisations
- Evidence-based improved Visitor/ Audience experience, and improved learning, access & participation).

Key facts

Delivery Partners: Brighton & Hove City Council & Brighton Dome & Brighton Festival

Funding (all years)

Total LGF Funding	£3.00m
Total Public Funding	£27.61m
Total Private Funding	£5.206m
Total Other Funding	£1.84m
Total Funding	£37.65m

Outputs

- Employment: created and/or safeguarded - 337
- Businesses assisted: financial and non-financial - 624
- New floor space constructed/refurbished: learning - 157 m² new floor space constructed/refurbished, Commercial - 2,652 m²
- Carbon reduction: 39.961 tonnes of CO₂.

What happened in the last period?

The project reached Partial Possession on 19 May 2023 with the restored 200-year-old Grade I listed Corn Exchange, Grade II listed 1930's Studio Theatre and new gallery bars and foyers reopening to the public. The Van Gogh Attraction is now occupying all the spaces until September when some remaining works will be carried out to achieve Practical Completion. Covid-19, Brexit and the conflict in Ukraine significantly affected the project's progress impacting availability of materials with longer lead in and delivery times, associated delays and increased costs, compounded by inflationary pressures. Practical Completion is now anticipated in October 2023.

Target milestones

End Date: Partial Possession May 2023 (open to the public).
Practical Completion October 2023

New England House - Brighton



Aims & objectives

Upgrade and expand New England House so that it becomes a credible and highly visible hub for Greater Brighton's creative, digital and IT (CDIT) businesses.

Key facts

New England House (NEH) is a business centre, built by the local authority in the early 1960s to provide workspace for industrial businesses. Over time, it has been subdivided into around 120 units. It is actively marketed as a centre for CDIT businesses and is much in demand for its relatively affordable workspace.

The building is in urgent need of refurbishment – especially its exterior. Under the Greater Brighton City Deal, BHCC was awarded £4.9 million in 2014 towards the refurbishment and expansion of NEH to consolidate its role as a flagship for the city's CDIT sector.

Delivery Partners: Brighton & Hove City Council

Funding (all years)

Total LGF Funding	n/a
Total Public Funding	£11.1m
Total Private Funding	n/a
Total Other Funding	n/a
Total Funding	n/a

Outputs

Upgrade building, including providing a net additional 7,090m² of new employment floor-space. Following the land deal with Legal & General on the adjacent Longley Industrial Estate, some of this City Deal floorspace output will be provided on the Longley site, with the remainder forming part of a proposed extension to New England House.

What happened in the last period

Work commenced on-site in June on a detailed fire compartmentation survey of the building. This work is essential in informing the design process.

Target milestones

Planning application: Late 2024

Commence works on site: 2025

Completion: End 2026

New Monks Farm - Shoreham



Aims & objectives

The project is to develop a strategic employment and housing growth centre in Shoreham. Its main components are: (a) The provision of a new and improved signalised 6-arm junction on the A27 which will unlock housing and employment space by allowing access to and from the wider area and the specific development sites; (b) The building of 600 new homes and 10,000m² employment floor-space at New Monks Farm.

Key facts

Delivery Partners: New Monks Farm Development Ltd, Highways England, West Sussex County Council (WSCC) and Adur District Council (ADC).

Funding (all years)

Total LGF Funding	£5.70m
Total Public Funding	£5.70m
Total Private Funding	£144m
Total Other Funding	£0.00m
Total Funding	£150m

Outputs

1. A £150 million capital investment;
2. The delivery of 600 new homes, 30% of which will be affordable;
3. 876 gross new jobs;
4. £2.8m in public sector receipts from council tax revenues, new homes bonus and new business rates; and £11.5m additional annual GVA to the Adur economy

What happened in the last period

- Housing and infrastructure development has continued at pace with a number of units completed and occupied on the site.
- Work is due to commence on the A27 roundabout in autumn 2021 for completion in late 2022.
- kea announced that they will not continue with their proposed new store and that they will market the site for a suitable development in September 2021.

Target milestones

Delivery of new junction to A27: December 2022

Completion of Development: December 2028

Plus X - Brighton



Aims & objectives

The 'Plus X' seven storey innovation hub is a U+I Plc concept, a model they have delivered successfully elsewhere. As a key element of the comprehensive mixed-use redevelopment it provides a unique, high quality workspace model, tailored to the unique needs of Brighton's creative and entrepreneurial businesses, particularly those designing and making physical products. It aims to be somewhere inspiring, functional, sustainable and flexible in its design. It is an innovative provision of shared workspaces and facilities that promote collaboration and facilitate serendipity. The shared spaces range from events spaces to prototyping labs, meeting rooms and cafe/break out spaces, something that attracts both small and larger tenants.

Key facts

Delivery Partners: Brighton & Hove City Council (Delivery Body), U+I Group Plc (Developer) and University of Brighton (together the partners in the overall mixed-use development across the combined sites).

Funding (all years)

Total LGF Funding	£7.70m
Total Public Funding	£7.70m
Total Private Funding	£12.0m
Total Funding	£19.7m

Target milestones

Complete development end date: December 2022

Outputs

Contractual outputs: 4,910m² of new employment space, 517m² of high specification prototyping labs/workshops, 100 onsite jobs, £5.427m of match funding.

Non-contractual outputs: 200 other jobs, £250,000 follow-on investment, 141 businesses supported.

What happened in the last period?

Plus X remained operational and continued to grow membership. Since its opening in August 2021, the new ground floor café, Café Domenica, has proved a huge success with members and visitors. The café also provides training opportunities for young people with learning disabilities. The Brighton Research Innovation Technology Exchange (BRITE) programme for ambitious and established businesses primarily based in the Coast to Capital Local Enterprise Partnership region continued. Other elements of the Preston Barracks redevelopment are at an advanced stage, with several buildings at or nearing completion. The first residential blocks are due for completion and occupation in the coming months, and external works to other residential blocks continues. The University of Brighton's adjacent development also progressed well. The new student halls on the Mithras House site were completed. Construction of the new pedestrian bridge spanning the Lewes Road was completed in autumn 2022.

Railway Quay - Newhaven



Aims & objectives

The Newhaven Enterprise Zone (EZ) is a cross-agency that aims to shift the town towards a higher-value economy over the next 25 years. The EZ covers eight key strategic sites (79ha) in a mixture of public and private ownerships, offering a mix of greenfield sites and the opportunity to develop, refurbish and intensify economic activity across a number of brownfield sites formerly used by heavy industry. The focus of the EZ is on growing the emerging 'clean, green and marine' sectors in particular. Over the 25-year lifespan of the EZ, it is estimated that 55,000m² of new commercial floor-space will be created, 15,000m² of existing commercial floor-space will be refurbished. This will create / sustain up to 2,000 FTE jobs.

Key facts

Delivery Partners: Lewes District Council

Funding (all years)

Total LGF Funding	£1.5m
Total Public Funding	£840k
Total Private Funding	£TBC
Total Funding	£TBC

Outputs

New commercial floor-space, job creation and land remediation. Details currently being finalised.

What happened in the last period?

LDC has acquired the former UTC Harbourside – now renamed Marine Workshops – following successfully securing £1.3m from the Getting Building Fund. The building is being recommissioned and updated into a maritime and sustainable technology hub, offering education / training space and commercial facilities for SME's. This has been augmented by a commitment of £1.05m from LDC.

The building purchase completed on 17 June 2022 and phase 1 recommissioning works have completed. The next phase of works will be to create car park improvements and works associated with tenants moving into the building. A soft launch for LDC staff will commence early 2023 alongside a tender process for an operator/operators to run parts of the building.

Target milestones

End date: TBC

Springman House - Lewes



Aims & objectives

The project involves the formation of new fire and ambulance station facilities. A key project aim is to deliver modern new premises for both services.

Key facts

Delivery Partners: Lewes District Council are the lead delivery body in partnership with East Sussex Fire & Rescue Service (ESFRS), Sussex Police and the South East Coast Ambulance Service.

Funding (all years)

Total LGF Funding	£2.00m
Total Public Funding	£4.34m
Total Private Funding	£12.0m
Total Funding	£6.34m

Outputs

By enabling the development of a new blue light facility on the site of Springman House, this project will unlock the North Street Quarter scheme - a major, strategic mixed-use development in Lewes. Relocating the Community Fire Station from its existing premises on North Street, Lewes will enable the delivery of new homes and commercial floor-space through the North Street Quarter (NSQ) regeneration scheme, and enable Lewes' "blue light" services to be co-located.

What happened in the last period?

Springman is an enabling site for the North Street Quarter (NSQ) and is inseparably linked to the delivery of this wider scheme. The NSQ is a strategic allocation in the South Downs National Park Authority (SDNPA) Local Plan. Lewes District Council purchased the Springman site in March 2017 to enable the comprehensive redevelopment of the NSQ for a mix of uses including residential and employment.

The developer (Human Nature, Lewes) has submitted a planning application for the NSQ which includes plans for 700 new homes. As part of the scheme, new affordable homes are proposed at the Springman site. Details of the proposals can be found in the 'live planning application reference: SDNP/23/00526/OUT which is currently being assessed by SDNPA.

Target milestones

End Date: to be confirmed, subject to Human Nature's programme including planning

Teville Gate - Worthing



Teville Gate House construction, December 2019

Aims & objectives

The Teville Gate (TG) forms part of the Worthing Central Programme (Phase 1) to transform key brownfield sites in Worthing town centre. This project will facilitate the redevelopment of the site by undertaking site preparation works, consisting of the demolition of all buildings within the redline and provision of a temporary surface car park. Thereafter the Council will continue to support the freeholders, Mosaic Global Investments (Mosaic) and Hanson Development to develop out the scheme for office, residential and commercial.

Key facts

Delivery Partners: Worthing Borough Council, Mosaic Global Investments, Coast to Capital LEP, Hanson Developments & HMRC, Homes England

Funding (all years)

Total LGF Funding	£2.09m
Total Public Funding	£2.0m
Total Private Funding	£79m (wider site), £32m (Teville Gate House)
Total Funding	£6.34m

Outputs

(a) 375 new homes (b) 3,410sqm of commercial floor-space (restaurants, cafes and on-site gym) (c) 6,740sqm of retail floor-space (state of the art supermarket) (d) 493 gross jobs (net jobs 314) (e) Modern car parking infrastructure (over 160 spaces for residents and visitor use) (f) New public realm (approx. 4,000sqm, creating an improved public corridor from Worthing station to the town centre). 70,000sqft office building at Teville Gate House for HMRC.

What happened in the last period?

- Site acquired by Worthing Borough Council for redevelopment in August 2021
- Development Strategy and approach involving joint investment with London & Continental Railways confirmed in December 2021
- March 2022 Development Partner agreed by JSc Committee – Hyde Housing Group.

Target milestones

Spring/summer 2022 – finalise agreements with Hyde Housing Group.

Winter 2022 – planning process commence

Spring 2023 – planning application submitted

Union Place - Worthing



Aims & objectives

Union Place (UP) forms part of the Worthing Central Programme (Phase 1) to regenerate key brownfield sites in Worthing town centre. The Council has entered into a land pooling agreement for the site with partners London and Continental Railways (LCR). The partners have prepared a development strategy for the sites which has been approved at JSC. The development strategy could include direct delivery or selling the consented scheme to a developer.

Key facts

Delivery Partners: Worthing Borough Council (WBC), London & Continental Railways, Coast to Capital LEP

Funding (all years)

Total LGF Funding	£3.60m	
Total Public Funding	£5.0m	
Total Private Funding	£31.4m	
Total Funding	£36.4m	Estimated GDV £70m

Outputs

- 169 - New Homes – 30% affordable
- 610sqm - Commercial Space
- 90 - Guest room Hotel
- 3 /4 Screen – Cinema
- 1072sqm- Flexible Cultural Space
- 245 – Parking spaces

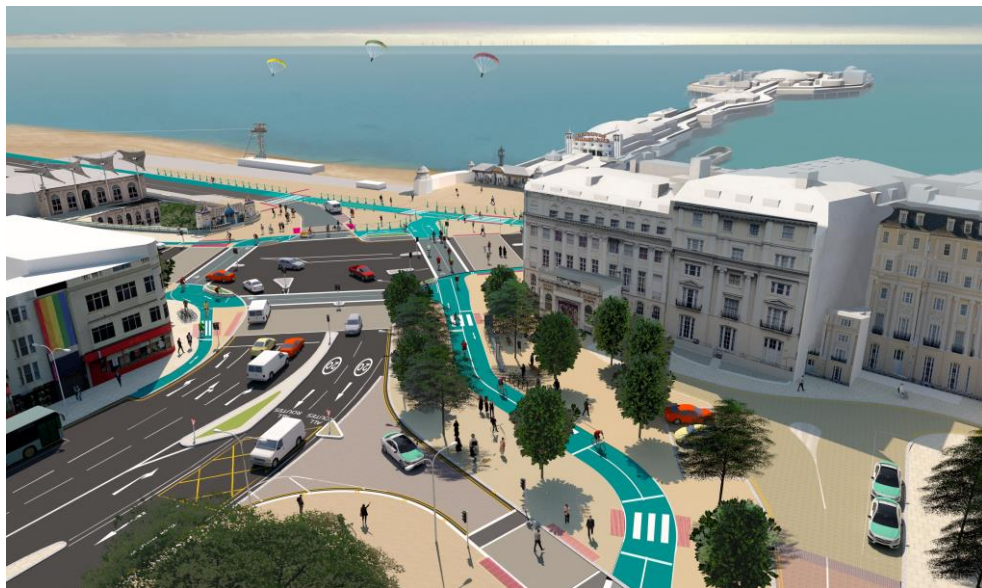
What happened in the last period?

- S106 agreement drafted and formal planning permission issued
- Roffey Homes Agreed as Development Partner on the site

Target milestones

- Finalise JV agreement – June 2022
- Detailed/ revised matters planning application due autumn 2022
- Commence on site spring 2023

Valley Gardens Phase 3 - Brighton



Proposed scheme

Aims & objectives

- Enhance and renew the environment of a key visitor destination and arrival point in the city.
- Provide a space that is inclusive and accessible to everyone
- Improve the travel experience for pedestrians and cyclists
- Enhance the overall experience for public transport users
- Simplify the road layout for motorists
- Improve road safety.

Key facts

Delivery Partners: Coast to Capital LEP

Funding (all years)

Total LGF Funding	£6.00m
Total Public Funding	£1.84m
Total Private Funding	£0.0m
Total Borrowing	£5.0m
Total Funding	£12.84m

Outputs

Match Funding (BHCC) £1.712m, Local Funding £0.414m, Total resurfaced roads - 1,588m, Total length of cycle ways - 670m.

What happened in the last period?

The Detailed Design for the scheme has been completed and the project has entered the procurement phase. It has been decided that Procurement will include Early Contractor Involvement, the benefits of which are recognised to include, opportunities for Value Engineering, the development of a more robust scheme cost and opportunities to carry out an in-depth review of the construction programme with key stakeholders such as bus and taxi services, thereby minimising the impact on the traffic network. However, the new Administration are planning a review of the scheme to ensure maximum benefit to the city. The timeframe for delivery depends on the length of the review and outcome of this review.

Target milestones

Construction Commences: 2023 TBC

End Date: Construction programme currently estimated to be 18 months.

Western Harbour Arm - Shoreham



Proposed scheme

Aims & objectives

A new flood defence wall and cycle path to be constructed in Shoreham adjacent to the A259 on Brighton Road where the flood defence is at its most vulnerable point for flooding. ADC purchased a 3.5m strip of land off Sussex Yacht Club through grant funding from Coast 2 Capital LEP. The sale of the land would enable the yacht club to build a new club house and allow the council to demolish the redundant club house where the new flood wall will be located.

Key facts

Delivery Partners: Adur District Council (ADC), Environment Agency and Sussex Yacht Club, Shoreham Harbour Partnership.

Funding (all years)

Total LGF Funding	£3.50m
Total Public Funding	£1.14m
Total Private Funding	£0.0m
Total Other Funding	£0.0m
Total Funding	£4.64m

Outputs

- Flood defence scheme to protect residents and businesses
- Cycle path
- New yacht club for Shoreham.

What happened in the last period?

- Demolition of redundant Yacht Club October/November 2021
- Continued pluvial and fluvial modelling to inform design

Target milestones

- Commencement of Flood Defence construction 2022
- Completion autumn 2022

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