

## Brighton & Hove Economic Strategy

### Raising Our game

2008-2016

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## **RAISING OUR GAME – THE ECONOMIC STRATEGY FOR BRIGHTON & HOVE**

### **1.1 Introduction**

This is the third Economic Strategy for the city produced by the Brighton and Hove Economic Partnership. Each has been the result of very extensive conversations and discussions between business people at all levels, council officers, councillors, the Universities, the FE sector, researchers and many interested individuals. They have all contributed detailed analysis of the situation and challenges and proposed practical solutions and ways forward.

The point of this strategy is to agree a direction and priorities between both the public agencies – who affect the economy through planning, skills provision, schools, supporting inward investment and delivering business support – and the employers (both public and private) who grow the jobs and add the value to the economy.

Co-operation over the last eight years has led to results. The snapshot of the city at the publication of each economic strategy has shown a growing and strengthening local economy. Businesses have thrived and wages and employment have risen. The city has strengthened its reputation.

- *The value of the economy has grown by over 51% over the past decade.*
- *The city's contribution to the national economy has increased by over 47%.*
- *VAT registered businesses have grown by 25% and there has been an increase in survival rates of those businesses.*
- *Total employment grew in Brighton and Hove by 26% (31,000 jobs)*
- *There are 9% fewer workless people in Brighton & Hove*
- *The proportion of people in the Brighton and Hove workforce that have a Degree is 38% (compared with 27% in UK and 31% in the South East)*
- *The proportion of people who have no qualifications at 9% is lower than in Britain as a whole (14%).*
- *A number of significant physical developments have been completed– such as the Station site and Jubilee Street.*

This is all good news. But this third strategy comes at a time when we are facing tougher economic circumstances than any of us have ever faced before. The recession in the nineties had a profound effect on Brighton and Hove. Unemployment soared, shops closed and businesses folded and it took a long time to recover.

So the city – the businesses, the council and organisations like the Economic Partnership – worked hard to identify what would strengthen us in the face of another down turn. Together we have achieved much and are more robust to face it now. But there are considerable vulnerabilities. This strategy is designed to help us work together to survive and prosper through the current difficulties and into a strong future.

## **1.2 The value of policy**

All this may sound a bit dry, as you watch your bills go up, the price of your house go down and realise that the credit that helped you through the unexpected before is now more difficult and expensive to obtain. But in Brighton and Hove we can take some comfort from the fact that we have had considerable success in growing over the last few years. Yet at the same time we are still vulnerable. We still need to increase the level of our ambition. We need to raise our game even further.

So we can take heart from the fact that pursuing the right policies in (i) supporting ambitious development through planning, (ii) investing in the cultural and tourism offer of the city, (iii) improving schools so that young people start work better qualified, (iv) supporting innovation in Universities so that graduates stay in the city and start businesses which create jobs, (v) supporting businesses in the sectors which make us stand out in Europe and the world (like creative and media), (vi) being bold in setting a target of up to 40% affordable housing in new developments (vii) working to increase the level of skills in all businesses (viii) developing workable solutions to the challenge of climate change particularly in relation to traffic and congestion - have all paid off to a certain extent. Policy does matter. But it is only a springboard for the efforts of each of us to make the city economically strong.

## **1.3 The Strategy's themes**

So what kind of economy are we developing to keep us surviving and thriving? Most of you in the city (56.1%)<sup>1</sup> work either in public service (from teachers, planners, refuse collectors, University academics to doctors, nurses and social workers) or in the business & financial services. Interestingly though Brighton & Hove is the opposite of the old merchant cities, which were known for their big industries. Brighton and Hove's reputation does not come from the sectors that produce the majority of the jobs (the biggest employers in the public and private sector are respectively Brighton & Hove City Council and Amex), but rather from culture and tourism, creative and media, and retail. It is these sectors that contribute to what so many people feel is their quality of life here and to the reputation we have in Europe and the World.

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<sup>1</sup> City Employment & Skills Plan

We have to maintain the quality of jobs in the public sector, keep and enhance jobs in the business & financial services and grow jobs for the future in sectors that will set us apart like the burgeoning digital media sector.

In a global economy where cities like Brighton and Hove compete nationally and internationally for tourism, conference visitors, talented people and inward investment, for our businesses to grow and provide the jobs we all need for the future we have to have something **DISTINCTIVE** to offer the world. We have to be **AMBITIOUS** to succeed and grow the economy while protecting the environment. And we have to be committed to **REDUCING INEQUALITY** by increasing opportunity. These are the three themes of this strategy and its associated local action plan.

There are three contours which also shape the local economy: the economic, the geographical and the political. People travel to work, people bring money from outside to spend or invest in the city, and businesses (public and private) have markets well beyond the Arun and the Rother. We have therefore constructed this plan in the context of cooperation across local authority boundaries: to encompass the movements of people to and from work and home, to help businesses to reach markets where they can succeed and to be competitive for inward investment.

The Strategy places considerable emphasis on:

- Dynamic, ambitious open and effective leadership by individuals in the public and private sectors
- Increasing the standards of our schools and FE colleges
- Harnessing the talent and innovation of the Universities
- Increasing the value of the jobs in the city at both ends of the salary scale
- The determination to embrace change in the cityscape to a high quality of design
- The encouragement of distinctive site development to provide jobs and homes
- Investment in a distinctive and characteristic cultural offer from the city
- Investment in a world-class conference offer from the city
- Developing a mixed housing stock suitable for the needs of the population
- A significant reduction in congestion and improved transport to keep the city moving

#### **1.4 What Kind of Economy do we need to create for the future?**

Britain is faced with competing in a global economy where so many goods and services that we used to provide have been outsourced to countries with cheaper labour costs. The UK has had to understand where we can create a competitive advantage. It's not going to be on price. It's going to be on the quality of our ideas and our ability to find markets for them – what the economists call the “knowledge economy”, where our ability to succeed is based on knowledge, skills, and creativity. By definition this puts human capital and intangibles, such

as R&D, at the heart of successful economic development. And it is worth remembering that the application of knowledge and creativity can be across all activities to improve effectiveness and efficiency, not just in the 'creative industries'.

Knowledge is fundamentally dependant on people, and successful economies (local and national) need to retain, attract and develop talented people. It is talent, adding value to products and services that sparks innovation, creativity and entrepreneurialism. After the developments of the last eight years, Brighton and Hove is well placed to become a capital of innovation in the sectors where we are strong. We need to develop further the skills of people in work, we need to continue to attract talented people and alongside creating jobs of higher value, that means not letting up in our determination to improve the quality and excitement of life, public space and architecture in the city.

Cities are the engines of economic development and in Brighton and Hove we have many of the ingredients for success. But we still under perform in vital areas:

*Average (and median) earnings in the city are below national levels, and this is mainly due to comparatively low earnings at the higher end of the labour market, rather than particularly low earnings in lower paid occupations.*

*GVA per head<sup>2</sup> remains below the national average, which suggests that there is still scope for broadening the economic base and improving productivity.*

*The 2006 Employment Land Study<sup>3</sup>, suggests that much of the available office stock is of "relatively poor quality" and subject to "continuing pressure from competing uses", whilst the existing industrial estates "offer few opportunities for wholesale redevelopment".*

*Quality of life attracts graduates to live in Brighton and Hove and work in jobs for which they have far higher qualifications. They sacrifice earning power and ambition for lifestyle and arguably deprive people with more appropriate qualifications from doing those entry-level jobs increasing worklessness especially in our more deprived wards, which are consequently a priority for economic improvement.*

## **2.1 The Strategic context**

There are a bewildering number of strategies that intersect and impact on Brighton and Hove from the corporate strategies of the large companies (like for instance the very welcome medium term decision of Amex to expand its European HQ making Brighton & Hove its third largest employment location in

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<sup>2</sup> GVA - The difference between the value of goods and services produced and the cost of raw materials and other inputs which are used up in their production. GVA per head effectively measures the contribution to the economy of each individual.

<sup>3</sup> Brighton & Hove Employment Land Study. 2006. Roger Tym & Partners

the world) to the regional and governmental strategies. You can drown in acronyms. And no one should ever do anything merely because it says so in another document.

However these strategies are highly influential. Keen students of the economy will be aware that a number of substantial commitments have been made and perspectives changed in the last years, which will have a practical effect on our city: for instance the amount of land available for development, or the priorities for the Local Council's spending; at a national level Sir Nicholas Stern's review had a major impact on business attitudes to the environment and climate change and the simplification of business support will affect large numbers of businesses positively.

So if you are a strategy wonk read on. If not, skip down the page to section 3.0. But broadly the following is the strategy context nationally, regionally and locally.

## 2.2 National Policy Context

The **Freud Report (2007)**<sup>4</sup> sets a challenging, long-term national 80% employment rate target, which will involve bringing significant numbers of workless people back into the labour market. **The Leitch Review (2006)**<sup>5</sup> recommends that the UK should become a world leader in skills and sets ambitious targets for improving workforce skills at all levels with at least 40% of the workforce qualified to NVQ Level 4 by 2020.

In 2008, the Government announced plans to abolish the **Learning and Skills Council**, while enhancing the responsibilities of local authorities for learning and skills and establishing two new national agencies to assist in the process of raising skills and improving learning – the Skills Funding Agency and the Young People's Learning Agency.

**The Stern Review**<sup>6</sup> (2006) recommends a number of measures to protect societies and economies from the impacts of climate change. These include introducing a pricing mechanism for carbon; supporting innovation and the deployment of low carbon technologies; removing barriers to energy efficiency and educating individuals and businesses to change their behaviour pointing out that the economic cost of doing so now (1% of global GDP/annum) will be far less than doing so later (5% of global GDP/annum).

**Innovation White Paper (2008)**<sup>7</sup> defines innovation as “the successful exploitation of new ideas” and highlights success in a number of key UK industries but laments the unwillingness of employers to invest in training and the fact that we lag behind our competitors in terms of tailored business support for

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<sup>4</sup> Reducing dependence, increasing opportunity: options for the future of welfare to work, David Freud, 2007

<sup>5</sup> Leitch Review of Skills: Prosperity for all in the global economy – World Class Skills. Lord Sandy Leitch. 2006

<sup>6</sup> The Stern Review - The Economics of Climate Change. Sir Nicholas Stern (2006)

<sup>7</sup> Innovation White Paper – Innovation Nation. DUIS. 2008



small and medium sized enterprises (SME's) that show the potential for high growth.

It advocates bringing the drivers of innovation together via collaboration across administrative boundaries. The concept of Innovation & Growth Teams (IGT) proposed by the South East England Development Agency (SEEDA) has evolved from this white paper. The aim of IGTs is to unlock the potential of businesses with real global ambition through highly targeted support.

**Creative Britain (2008)**<sup>8</sup> seeks to move creative industries from the margins to the mainstream of economic and policy thinking using public funding to stimulate creativity and sharpen Britain's creative edge.

**Work Skills**<sup>9</sup> Proposing the integration of welfare and skills services so they can respond to the needs and ambitions of both employers and individuals. Linking the receipt of unemployment benefits to skills training as well. Addressing skills needs, where they are preventing someone returning to work, will be an important part of receiving an out-of-work benefit.

**Business Support Simplification Programme** - The Government is committed through the Business Support Simplification Programme (BSSP) to reduce the number of publicly funded business support programmes to no more than 100 by 2010. All business support will have to fit in with this programme designed to rid business support of its confusing complexity.

Perhaps the most significant organisational changes emanating from Government with reference to economic development are proposed in the **Sub-National Review of Economic Development and Regeneration (2007) (SNR)**.

SNR proposals include abolishing the Regional Assemblies and transferring their regional strategic planning function to the Regional Development Agencies (RDAs), which will be required to produce a regional strategy that combines both planning and economic development. RDAs are expected to place greater responsibility for economic development on local authorities and sub-regional partnerships delegating funding to the lowest appropriate level. This will be informed by new local economic assessments that consider the influence that wider public policy areas (such as health, education, crime and climate change) have on economic development. (And if it sounds bewildering you ought to try being inside it, but the thrust is clear. Local authorities need to collaborate with the RDA to agree broad goals for land use along side their economic aspirations).

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<sup>8</sup> Creative Britain: New Skills for a New Economy. DCMS. 2008

<sup>9</sup> Work Skills: Unlocking Talent. June 2008. DIUS



## 2.3 Regional Policy Context

At regional level, the main economic development priorities and objectives are set out in the **South East Regional Economic Strategy (RES) 2006-2016**. The central issue for the region is how to achieve sustainable prosperity for all in the face of intense global competition. The RES sets three challenges for the region:

- *Global Competitiveness* (investing in success);
- *Smart Growth* (lifting underperformance); and
- *Sustainable Prosperity* (supporting quality of life)

Achieving Smart Growth means deriving prosperity by using resources sustainably and increasing prosperity through six drivers: employment; enterprise; innovation & creativity; skills; competition; and investment in infrastructure. The RES sets out actions and targets for each one.

**The draft South East Plan** sets out a spatial vision for the future of the South East region to 2026 outlining how land use will respond to the challenges of housing supply, the economy, transport and protecting the environment while ensuring that the region remains economically successful and an attractive place to live.

## 2.4 Local Policy Context

Within Brighton & Hove, several key documents have been adopted by the city since the previous economic strategy was written.

**The 2020 Sustainable Community Strategy**<sup>10</sup> sets out the long term plan to improve the city's economic, social and environmental wellbeing. It identifies eight key themes through which this will be delivered: enterprise and learning; crime reduction; health; strengthening communities; housing; resource efficiency; transport and quality services. It is underpinned by the **Local Area Agreement**<sup>11</sup> which outlines how much of the vision will be delivered. It includes the following indicators:

- Promoting enterprise and learning
- Reducing crime and improving safety
- Improving health and wellbeing
- Strengthening communities and involving people
- Improving housing numbers, quality and affordability
- Promoting resource efficiency
- Enhancing the environment
- Promoting sustainable transport

Brighton & Hove's scope for expansion is limited by its topography – that fact that we are a 180 degree city and embraced by the South Downs. According to the **Employment Land Study (2006)** the city is likely to have sufficient employment

<sup>10</sup> The 2020 Sustainable Community Strategy - "Creating a City of Opportunities"

<sup>11</sup> Brighton and Hove Local Area Agreement 2008

space up to 2016 if planned developments are all brought forward. The study suggests that after 2016, a further 20,000 square metres of new office space may be required to support economic growth, with recommendations for a new city centre Commercial Quarter rather than an out of town site.<sup>12</sup> However the vast majority of our office stock is old and tired and demand for *high quality* office space, particularly to satisfy the needs of the rapidly expanding digital media sector, is being felt immediately and the city must be careful not to assume that the date of 2016 is the starting point for addressing the issue.

Employment and skills have become a major focus for local economic development. The **City Employment and Skills Plan (CESP)** outlines challenges to support business development and to create higher value added jobs that better reflect the high qualifications profile of the city's residents. It sets a target to increase the number of people in work by 5,600 by 2010/11 and to improve workforce skills, particularly amongst those who have the weakest labour market attachment.

The **Local Development Framework (LDF): Core Strategy** is expected to be submitted to Government in May 2009 and will provide the overall strategic planning vision for the city through to 2026. It will address key city-wide issues including the economy, housing, shopping, transport, tourism, community safety, urban design and regeneration. The spatial action plan included in this strategy reflects the key priority areas of the emerging LDF.

**Brighton & Hove City Council Corporate Plan:**<sup>13</sup> which prioritises protecting the environment while growing the economy: spending public money wisely: reducing inequality by increasing opportunity: fair enforcement of the law and open and effective leadership.

The **Reducing Inequalities Review (RIR): 2008**<sup>14</sup> shows that the most deprived areas across the city are not "closing the gap" on important indicators of equality. Those with low or no skills are facing increasing pressure in competing for work due to scarcity of appropriate jobs, competition from those with higher qualifications and competition from other groups including students and migrant workers. Reducing inequality is a high priority for the city.

The **Social Enterprise Strategy:**<sup>15</sup> puts Brighton and Hove at the forefront of supporting and developing social enterprise as a resource for people, profit and planet. The strategy proposes a partnership approach to supporting social enterprise through a membership network of social enterprises, private businesses, public sector organisations and other 3rd sector partners.

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<sup>12</sup> Brighton and Hove Employment Land Study, 2006, Roger Tym & Partners

<sup>13</sup> Brighton & Hove City Council Corporate Plan 2008 - 2011

<sup>14</sup> Developing Appropriate for Reducing Inequalities in Brighton & Hove. OCSI. 2008

<sup>15</sup> Brighton & Hove Social Enterprise Strategy. 2008. Brighton & Hove Business Community Partnership

**Brighton & Hove Housing Strategy 2008 – 2013:** <sup>16</sup> shows how the Council and its partners will meet housing needs over the next five years including sub-strategies for the city's Black & Minority Ethnic (BME) community, Lesbian, Gay, Bisexual & Transgender (LGBT) community and older people.

**Creative Industries Workspace Study:** <sup>17</sup> which maps out the existing and future requirements needed by a thriving creative industries sector.

## **2.5 The 2005 - 2008 Economic Strategy**

Strategies shouldn't just sit on shelves. The Economic Partnership and the others involved in the creation of the last two strategies have been very aware of the need for them to stimulate real progress in the economic health of the city. Perhaps one of their most significant impacts has been to focus the city's debate about the economy, particularly in relation to land use and the major developments, the understanding of the labour market and building confidence in the city to actual and potential investors.

The previous strategy ensured that business needs are reflected in the emerging Local Development Framework and the Local Area Agreement, both of which affect public spending in the city, which has consequently sought to support and foster business more overtly. Joint working between the local authority and the Economic Partnership also delivered an updated Brighton & Hove Tourism Strategy for the period up to 2016.

The Economic Partnership formally articulated the economic case for, and then supported, many of the major developments that have subsequently gained planning consent including the Brunswick Marina scheme for the outer harbour, the Community Stadium at Falmer and the Brighton i360.

Although consent for these projects has been granted, some of them may be delayed and perhaps even abandoned by the weak economic outlook and the credit crunch. The clever and imaginative use of a limited supply of land is of paramount importance to the future of the city. The new state-of-the-art Children's Hospital on the Royal Sussex site has been acclaimed as an example of how to get the maximum space from the smallest footprint.

Other schemes will take much longer to progress to the stage of submitting a formal planning application. The failure of the Brighton Centre to secure £18m of government funding in April was a bitter disappointment for the city but negotiations continue and all parties are still fully committed to the redevelopment of the Centre and the adjacent Churchill Square shopping mall. Balanced against this disappointment is the success of the New England Quarter, now nearing completion, and Jubilee Street with its award winning library and My Hotel. Both are fine examples of what the city can deliver.

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<sup>16</sup> Brighton & Hove Housing Strategy 2005 - 2013; healthy homes, healthy lives, healthy city. 2008

<sup>17</sup> Creative Industries Workspace in Brighton & Hove 2007 – 2017. Hackett & Massie

There have been some successes with transport in the city with bus patronage continuing to increase year on year and the night bus service extended and improved but the crucially needed new park & ride facility is still some way off. The rapid transit system is still in the planning stage although there is much more clarity about its proposed route which will service the Royal Sussex County Hospital and the Marina.

The Gatwick Express rail service has been extended to Brighton during peak hours easing rush hour panic; several major employers have adopted staff travel plans; the local authority has employed a dedicated travel plan coordinator; car clubs continue to expand and thrive; we have seen some useful improvements to the A27 trunk road and improvements to the A23 are in the pipeline.

The City Employment & Skills Plan (CESP) has raised the profile of the skills and workforce development agenda and its associated steering group is considered a model of best practice. It has become clear from the research that Brighton and Hove is under considerable demographic pressure. If the trends continue and we want to aim at the national target of an 80% employment rate, 16,000 extra people will have to be in work by 2017 (8,000 if we merely maintain the current 75.6%)

The transition from school to work was identified as a clear priority and closer links between the Economic Partnership and the Education Business Partnership helped to identify over 200 businesses in and around the city that were willing to engage in activities to support the education of 14 – 19 year olds and this new strategy recommends strengthening those links even further.

The two universities have become more deeply embedded and active in the business community and research by both Brighton & Sussex has given a clearer picture of the wider role of students in the economy of the city.

Public realm improvements have seen the transformation of New Road and Jubilee Street (with improvements for North Street in the pipeline) and the virtual eradication of issues such as graffiti, fly-posting and begging. The first Business Improvement District (BID) on the south coast was established in 2006 contributing over £1m of private sector investment into the city centre.

### **3.0 The Socio-Economic Context**

This is the big numbers section. The headline context in late 2008 is of course that there is huge uncertainty about the immediate state of the financial system. However there are also other longer-term trends in the underlying economy, nationally and locally. This section outlines them and looks particularly at the considerable, and exciting challenges that the city needs to tackle if we are going to keep a high percentage of people working, at higher wages, in jobs that are of greater value to the city's economy.

#### **3.1 The National Economy – a snapshot**

The situation in the markets in late 2008 creates difficulties for Brighton and Hove employers in the short term. However we shouldn't foreshorten our ambition to develop Brighton and Hove's economy over the longer period of the whole strategy.

Figures for the quarter from April to June 2008 show that the national economy came to a halt with zero growth and in the subsequent quarter it went into decline. Despite a weaker pound exports are falling and it would appear that the country is not going to be able to trade its way out of trouble. Turmoil in the financial markets; tight credit conditions; a falling housing market; faltering confidence in the banking system; high energy and commodity prices and the consequent squeeze on real incomes<sup>18</sup> all make the coming recession very real.

The apparently strong economic performance over the past ten years appears to have been based on "bubbles" in financial services and housing and now that they have started their dramatic deflation there is little else to fall back on. Even though inflation is running at well over twice the government target<sup>19</sup> over-riding fears of a deep recession have already brought interest rates down to levels not seen since the 1950s. Additional cuts are likely but, given the long lag between monetary policy action and effect, they are unlikely to bring any immediate relief in any event.

Annual GDP growth in the UK fell to 1.6% in the second quarter of 2008, residential property transactions fell by 44% and residential property prices fell by 11% compared with the previous year; investment fell by 2.1%; industrial production fell by 0.8% and claimant count unemployment rose by 10,900 people. Service sector output in some sectors has continued to increase, average earnings grew by a steady 3.7% and a record 29.6 million people were in work<sup>20</sup> although this figure is starting to falter.

It is impossible to predict the length and depth of the current economic turbulence. However, the UK economy, in common with many others, can

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<sup>18</sup> World Economic Outlook OECD June 2008

<sup>19</sup> Bank of England. Quarterly Review. September 2008

<sup>20</sup> H.M. Treasury. September 2008

expect several quarters of weak growth at best and very probably a recession for the whole of 2009.

### **3.2 Brighton & Hove – More Resilient Now**

So it's pretty bad news nationally and globally. But before we give up on Capitalism completely, it's worth asking 'are we more prepared than in the past?' Brighton & Hove suffered badly during the last economic slowdown in the 1990s when more than one in ten of the working age resident population was claimant count unemployed until September 1996. The current difficult economic climate has already begun to impact on the city. In June 2008 average house prices were 2.8% lower than three months earlier <sup>21</sup>. In July 2008 the Dutch Bank ING withdrew its backing for the King Alfred development and the Brunswick Marina scheme was placed "under review" with developers citing the volatility of the money markets and the downturn in the residential property market in both cases.

Despite this Job Seekers Allowance (JSA) claimant count unemployment although higher than the regional average at 2.8% <sup>22</sup>, remains well below the levels of the mid-1990s. There is also other evidence to suggest that Brighton & Hove's economy may be more resilient than during the previous economic slowdown.

Unemployment stood at 1.2 times the national rate in August 2008, compared with 1.7 times in 1996, both average earnings and the stock of VAT registered businesses have increased faster than the national rate over the past ten years and, while the number of people in jobs between 1998 and 2006 grew by 8% nationally, it grew by 18% in Brighton & Hove.

Notwithstanding the house-price reversal that started in the first half of 2008, if a buoyant housing market is a measure of economic success then Brighton & Hove has been a particularly strong performer over the past decade. Property prices increased by 133% between 2000 and 2008 with the cost of a one bedroom flat in the city approaching six times median earnings in August 2008. <sup>23</sup> Although of course whether you benefit from this is pretty much dependent on whether you already had a house. If you didn't and wanted to work in the city it has a seriously negative effect. Although, looking for silver linings, younger people have started to look for homes in the surrounding areas, which has been good for Shoreham, Worthing and Newhaven.

The house price success story also hides other deep challenges for the city. Our housing stock is characterised by a high proportion of flats, maisonettes and

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<sup>21</sup> Housing Costs Update. 2008. Q1. Brighton & Hove City Council

<sup>22</sup> NOMIS

<sup>23</sup> Housing Costs Update 2008. Q1. Brighton & Hove City Council



studio apartments (46%) and a low proportion of detached (11%) and semi-detached (20%) housing.<sup>24</sup>

Owner occupation at 62% is well below the south east average of 74% and the private rented sector at 23% is nearly double that of the south east. The nature of the housing stock is further exemplified by 43% being in the lowest two council tax bands against a south east average of just 25%

However for a glass half full, rather than half-empty, moment, it is worth noting that Brighton & Hove currently has a broader economic base than during the last recession. It has a strong financial and business services sector and a rapidly expanding niche digital media sector; a well-established and vibrant year-round cultural offer that supports a dynamic visitor economy, two high quality universities with a new medical school and a more confident and well-educated resident population with the capacity to innovate and respond to economic challenges. Physical developments around Brighton Station, Jubilee Street and Hove Park provide tangible evidence of the city's progress. But we ought also to say these development moved at a tortoise pace, taking literally decades to deliver - a leisurely promenade that, given projections for population and job growth and global competition, the city can no longer afford.

Average workplace earnings remain low but, as the City Employment & Skills Plan (CESP) suggests, that's because wages are average at the bottom (comparable with national wages) but pretty poor at the top. The CESP suggests that this lack of higher level jobs in the city, means people go and work elsewhere or as we said above they stay here and work below their level of qualification. Colloquially you might say there are too many PhDs serving cappuccinos.

The CESP research clearly leads us to conclude that we need to develop an environment that supports the creation of higher level jobs so that employment opportunities in the city better reflect the skills of an increasingly youthful and well qualified population. With over 38% of the workforce qualified to NVQ Level 4, Brighton & Hove has one of the most highly educated working age populations in the south east (outside London) but average earnings and GVA per head remain below the England average (see Annex D).

There were 14,400 more working age residents in Brighton & Hove in 2007 than ten years earlier and this population growth, driven mainly by in-migration, absorbed virtually all the increase in employment over that period.

If these trends continue, there could be an additional 11,000 working age residents in the city by 2017<sup>25</sup>. Such an increase would mean that 8,400 more people would have to find work by 2017 just to maintain our current 75.6%

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<sup>24</sup> Strategic Housing Market Assessment. DTZ. 2008

<sup>25</sup> Population Projections (2004 Revised). Office for National Statistics



employment rate and over 16,000 if the city is to achieve the long term 80% national employment rate target set out in the Freud report.

There are also a number of negative indicators. Business density (defined as the number of businesses per 1,000 residents) is below the regional average. Long term unemployment and worklessness remain stubborn with some 25,000 people claiming benefits. And deprivation has been difficult to eradicate in the less affluent parts of the city. The city's school leavers also continue to under perform at NVQ level 2 compared to the national average and, even though it is only around 650 people, the number of NEETs<sup>26</sup> has been higher than the UK average for over a decade although this will be addressed to a certain extent by raising the school leaving age in 2013.

The city's 468,000 m<sup>2</sup> of office stock is predominantly in the city centre, whilst industrial and warehousing space tends to be dispersed across the city. There has been little speculative office development in the past 20 years and less than 10% of our stock is Grade A. Prime rental levels of about £22/ft<sup>2</sup> for office and £9/ft<sup>2</sup> industrial space<sup>27</sup> are still not considered to be high enough to stimulate significant new speculative commercial development<sup>28</sup>, reflecting the relatively low value of economic activity in the city.

Further details and data on the economic and demographic profile of the city are attached at Annex A.

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<sup>26</sup> 16 – 19 year olds Not in Education Employment or Training

<sup>27</sup> Stiles Harold Williams. August 2008

<sup>28</sup> Employment Land Study 2006 Roger Tym & Partners

## 4.0 The Spatial Context and Diamonds for Growth & Investment

We mentioned above the three contours that describe the economy – political, economic and geographical. We know the local authority boundaries, and where it is going to be important to collaborate across them, but we also need to understand the other two outlines which make up what is known as the city’s ‘functional economic area’(FEA).

It is possible to define a potential Brighton & Hove FEA or *Diamond for Growth & Investment* <sup>29</sup> based on linkages between the city and its neighbours. These include links centred on retail, employment, learning and housing and we will consider each in turn.

### 4.1 Retail Catchment Areas

The Brighton & Hove Retail Study <sup>30</sup> provides an indication of shopping patterns within the city and also who comes here to shop, from where and for what kind of things.

The city has a strong market share across the immediate surrounding area but the majority (68%) of people shopping in Brighton also live in the city. Within an arc drawn from Shoreham to the west, south of Burgess Hill and north to Lewes and Newhaven, the city’s retains a high proportion of the market share. The most serious competition threat is from Crawley with plans for a £750m redevelopment of the town centre to include a John Lewis department store.

Recent work undertaken by Churchill Square in Brighton, illustrates the catchment area for the city centre shown below.



<sup>29</sup> SEEDA’s Regional Economic Strategy identifies eight Diamonds for Investment & Growth in the south east. These are functional economic areas (FEAs), which extend beyond the boundaries of an individual local authority and have the “potential to act as a catalyst to stimulate prosperity across wider areas, and offer scope for further sustainable growth based on targeted investment in their infrastructure”.

<sup>30</sup>Brighton & Hove Retail Study 2005 (GVA Grimley)

## 4.1 Employment

The growth in Brighton & Hove's working age population has resulted in it being a net exporter of labour (If London is included) – the dreaded commute. But it continues to be an important place of employment for people who come in from the surrounding areas.

Brighton and Hove's Travel to Work Area (TTWA), stretches north through Burgess Hill and towards Haywards Heath and Crawley, east to Newhaven and Lewes and west as far as Shoreham and to a lesser extent Worthing.

Data from the 2001 Census shows that just over 41,000 people commute (both ways) between Brighton & Hove and its neighbouring districts<sup>31</sup>, with a slightly larger number of people commuting into the city.

The table below shows the commuting patterns between Brighton & Hove and its neighbouring districts and the main sources and destinations of commuters within each of these districts

Clearly, large numbers of people also commute to London every day for employment and our business links with the capital are very important but this destination is beyond the city's functional economic area.

	<b>In-Commuters</b>	<b>Out-Commuters</b>	<b>Total Commuters</b>	<b>Net In-Commuters</b>
<b>Lewes</b>	<b>7,704</b>	<b>3,945</b>	<b>11,649</b>	<b>3,759</b>
East Saltdean and Telscombe Cliffs	1,416	166	1,582	1,250
Lewes Priory	538	724	1,262	-186
Newhaven Denton and Meeching	538	594	1,132	-56
Lewes Bridge	315	753	1,068	-438
<b>Adur</b>	<b>6,158</b>	<b>3,408</b>	<b>9,566</b>	<b>2,750</b>
Eastbrook	760	708	1,468	52
Hillside	776	99	875	677
Southwick Green	794	286	1,080	508
Buckingham	533	221	754	312
St Mary's	427	907	1,334	-480
<b>Mid Sussex</b>	<b>2,829</b>	<b>3,892</b>	<b>6,721</b>	<b>-1,063</b>
Burgess Hill Victoria	222	1,118	1,340	-896
Burgess Hill Meeds	150	581	731	-431
Burgess Hill Victoria	222	1,118	1,340	-896
<b>Worthing</b>	<b>2,832</b>	<b>2,216</b>	<b>5,048</b>	<b>616</b>
Central	259	749	1,008	-490

<sup>31</sup>Neighbouring districts are Adur, Worthing, Lewes, Mid Sussex, Crawley and Horsham

<b>Crawley</b>	<b>377</b>	<b>4,391</b>	<b>4,768</b>	<b>-4,014</b>
Northgate	25	1,719	1,744	-1,694
Langley Green	27	1,678	1,705	-1,651
<b>Horsham</b>	<b>1,625</b>	<b>1,683</b>	<b>3,308</b>	<b>-58</b>
Total	21,525	19,535	41,060	1,990

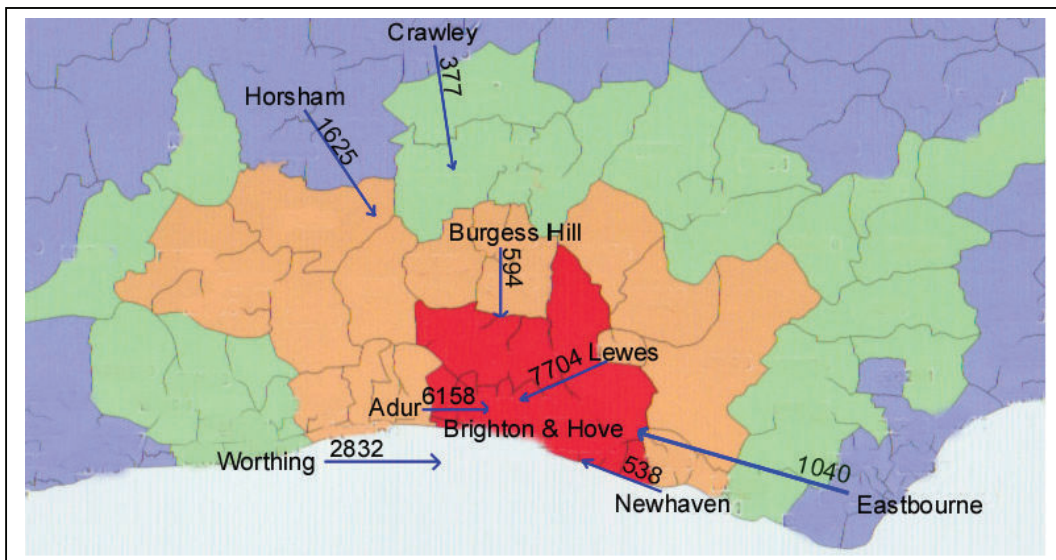
Overall, Brighton & Hove is a significant net importer of commuters from the east (Lewes district) and the west (Adur district) and a net exporter of commuters to the north (Mid Sussex and Crawley).

To the east, the strongest links with the Lewes district are with Saltdean and Lewes town centre.

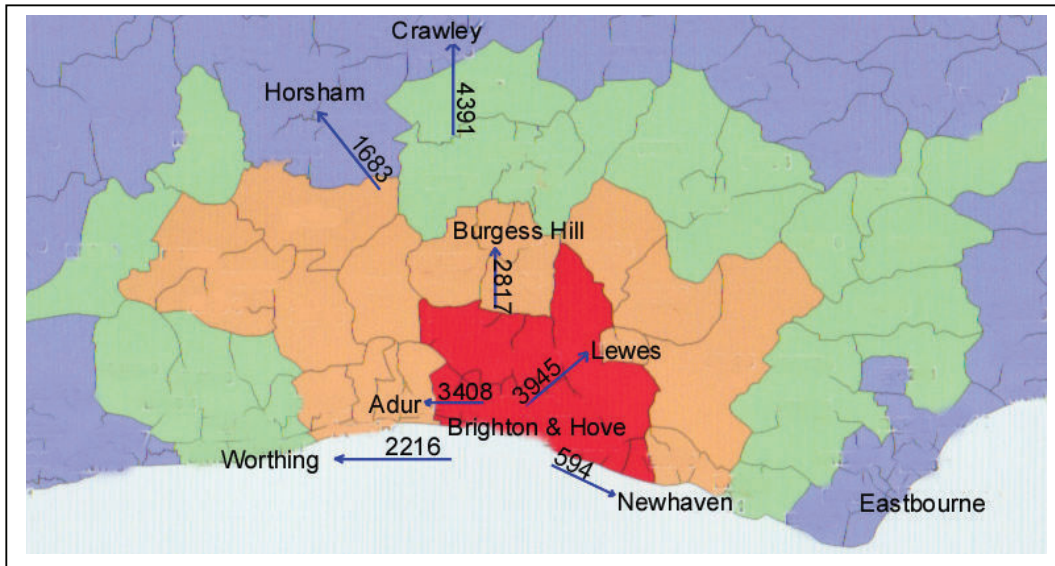
The whole of Adur is strongly linked with Brighton & Hove while the links with Worthing are less strong but still significant. Approximately 2,800 people commute in to the city from Worthing and 2,200 Brighton residents commute out, most commonly to the centre of Worthing.

Crawley provides jobs for around 4,400 of the city's residents, the vast majority of whom work in the Langley Green and Northgate area of the district. Brighton & Hove is not a significant employer of Crawley residents, however.

Overall, more people travel between Brighton and Mid Sussex & Lewes to work than between Brighton and Crawley, but the overall in and outflow of commuters is quite balanced. Nearly half of Brighton residents who work in Mid Sussex are employed in Burgess Hill, whilst in-commuters are most likely to come from Hassocks and Hurstpierpoint.



Travel to Work Area. Inbound commuters



Travel to Work Area. Outbound commuters

### 4.3 Housing

Around 60% of household moves within Brighton and Hove each year involve people moving from one part of the city to another. However, there are strong linkages between the city and its adjacent Districts, with high levels of out-migration, particularly of older households and families, to Lewes and Adur.

LOCATION	Brighton & Hove IN migration	Brighton & Hove OUT migration	NET migration
London	4410	3270	1140
Lewes	730	1550	-820
Adur	530	1460	-930
Mid Sussex	410	740	-330
Horsham	260	450	-190
Worthing	330	670	-340
Crawley	190	110	80
Eastbourne	109	202	-93

Table showing Brighton & Hove migration patterns to and from the surrounding districts (Source: NHS Patient Register 2006)

By contrast, there is significant net in-migration to Brighton & Hove from London. Unsurprisingly the city's housing linkages mirror to a certain extent the travel to work pattern with just under 5.5% of Brighton & Hove workers living in Lewes; 4.4% living in Adur and 2% living in Worthing. Just over 1% live as far away as Horsham.

In the recently published Strategic Housing Market Assessment (SHMA)<sup>32</sup> Brighton & Hove was highlighted as being part of an overlapping Sussex Coast

<sup>32</sup> Brighton & Hove Strategic Housing Market Assessment. DTZ. 2008



market stretching from Bognor to Newhaven with three distinct sub-markets: Brighton (Newhaven to Southwick); Worthing and Chichester. With significant house building and regeneration planned at Shoreham Docks the links between the city and Adur District will become even stronger

#### 4.4 Learning

The development of new partnership arrangements across a larger area for the planning and commissioning of 14-19 education provision in Brighton & Hove has meant that local education authorities will be required to work collaboratively with each other. It is likely that Brighton & Hove will be grouped with East and West Sussex County Councils.

Student's Home Authority	Students aged 16-18	%
Brighton & Hove	3,011	65.5%
West Sussex	927	20.3%
East Sussex	535	11.6%
Other SE Authority	33	0.7%
Out of South East Authority	53	1.2%
Unknown	38	0.8%
Total	4,597	100%

Table showing where students studying in Brighton & Hove come from (source: Individual Learner Record data. LSC 2006/07)

The travel to learn catchment area delineates the places from which Brighton & Hove draws its learners. Information is not broken down beyond county boundaries but it is likely to include those areas closest to the city to the west (e.g. Shoreham and Southwick); to the north as far as Crawley (including Burgess Hill and Haywards Heath) and close to the eastern boundary of the city (Peacehaven and Newhaven).

Destination of Brighton & Hove students learning outside the city	Students aged 16-18	%
East Sussex	439	11.1%
West Sussex	432	10.9%
Other SE Authority	18	0.5%
Out of SE Authority	58	1.5%
All students learning outside BH LA	947	23.9%

Table showing where Brighton & Hove students go to learn outside the city

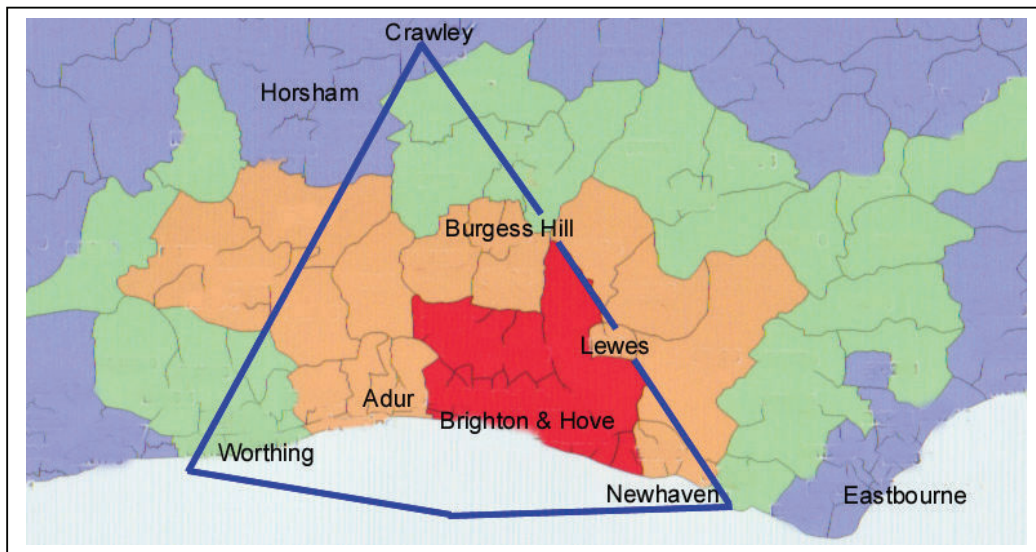
#### 4.5 So what is the city's functional economic area?

So if you've followed all that you'd conclude that the following areas, could be considered to have the strongest links with the city and so constitute the functional economic area or 'Diamond for Growth & Investment':

- The Brighton & Hove local authority area

- The entire district of Adur (towns include Shoreham and Lancing) to the west;
- The southern tip of the Gatwick Diamond, including parts of the Mid Sussex district (the towns of Hassocks, Hurstpierpoint and Burgess Hill) to the north up to Crawley; and
- Parts of Lewes district (Lewes and Newhaven) to the East.

There is also a strong case for including Worthing in the Diamond area, as the development of Shoreham Harbour is likely to increase the connectivity between Brighton & Hove and the east of Worthing in the future.



Brighton & Hove Diamond for Growth & Investment

The above analysis gives us the sensible contours of a possible Diamond, where we could identify some common issues. The idea is that work on those common issues benefits all the partners, as in The Partnership for Urban South Hampshire (PUSH).

#### Case Study: PUSH

*PUSH (referred to as Urban South Hampshire including Portsmouth and Southampton in the RES) is a working partnership of 11 local authorities<sup>33</sup> stretching from the New Forest to East Hampshire. It was formed in response to a recognised need to take action to improve economic growth. PUSH's vision is firmly based on achieving a step change in South Hampshire's economy. Some of the achievements to date have included maintaining a degree of consensus amongst 11 local authorities and having a strategic vision for the next 20 years,*

<sup>33</sup> PUSH is made up of: Portsmouth City Council, Southampton City Council, Hampshire County Council, Eastleigh Borough Council, Fareham Borough Council, Havant Borough Council, East Hampshire District Council, New Forest District Council, Test Valley Borough Council, Winchester City Council



*Diamond and New Growth Point status backed up by economic analysis, harmonising its three Local Area Agreements [LAAs] (Hampshire, Portsmouth and Southampton) with common outcomes around economic inactivity, skills and enterprise and innovation*

## **5.0 Brighton & Hove - Equipped for the Future**

So what do we have at our disposal to tackle the future? Will we be overwhelmed by the negatives or charged up by the possible?

Despite its many challenges, Brighton & Hove already has many of the ingredients to develop a prosperous and sustainable knowledge economy. It has good connections to London and Gatwick Airport, a well educated resident population and the sense that it's the kind of place you actually want to spend time which attracts more and more visitors and people who want to live and work here and also start businesses.

It is a pretty tolerant city that gives a welcome to unusual ideas and has always had the ability to take the quirky into the mainstream. Sandwiched between the sea and the South Downs it has a wonderful physical environment, which together with the sheer fun of the place, its café and restaurants and increasingly significant cultural events and its seafront makes it one of Britain's highest profile tourist destinations. And 8.5 million visitors per annum to the city confirm that. The two Universities recruit well and nurture 7000 skilled and potentially innovative graduates per year; there is a stream of successful further education colleges, including the language schools. And there is an increasingly entrepreneurial and innovative business culture with strong, effective locally grown support networks such as Wired Sussex, MD Hub, a plethora of small business associations and a strengthening local Chamber of Commerce.

The city may not have a strong formal corporate business culture, but it thrives on creativity and individuality. The cultural infrastructure of the city is well established and in addition to the International Festival (bringing £20m into the local economy) held in May, it includes South East Dance; Photoworks; Brighton Photo Biennial; Lighthouse; The Basement; Brighton Institute of Modern Music; Cinecity; Design Archive; Screen Archives South East and the Theatre Royal. It has high levels of self-employment estimated to support 5,800 local freelancers and 10,000 employees on company payrolls.<sup>34</sup>

It has also become something of a hub for social enterprises and could become a UK centre of excellence with a little coordination and effort. A social enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners.<sup>35</sup> The

<sup>34</sup> The Creative Industries Workspace Report 2008

<sup>35</sup> Department for Business, Enterprise and Regulatory Reform

business model for social enterprises suffers from confusion over what they actually are. Recent research for the Office of the Third Sector identified that 80% of those surveyed didn't know what distinguished such enterprises and many assumed it was another name for a charity.<sup>36</sup> The city has plans for at least one social enterprise incubator and possibly two, which should help to boost the opportunity to nurture this business model and perhaps bring some clarity to the whole concept.

Brighton's digital media sector has been a significant success story over the past ten years with companies like Linden Lab, Disney and NCSoft choosing to locate in the city against stiff competition from other established digital centres. The influential *Develop Magazine* recently expressed the view that Brighton & Hove alone in the UK has the potential to compete with global digital gaming cities like Seattle, Montreal and Tokyo.<sup>37</sup>

However, the city can be perceived as complacent, inward-looking and sometimes lacking ambition, congratulating itself on modest successes without looking sufficiently at what is happening elsewhere. Weaknesses that threaten the city's future prosperity include high resident property prices and a lack of affordable housing and family housing and consequently this is a priority for the local authority; traffic congestion, pollution hot spots and poor road access; a public realm that requires upgrading: office accommodation that is inadequate for the needs of business; a lack of supply of graduate level jobs and an insufficiently diverse economy with a heavy reliance on the public sector and business & financial services.

Brighton & Hove has established a reputation for innovation and creativity especially in the context of other UK coastal locations, but it is 'enterprise ready' not an 'enterprise engine'<sup>38</sup> and it remains more a city of enormous potential rather than a city of solid achievement. It needs to address its weaknesses to maintain its positive momentum towards a thriving, sustainable knowledge economy.

This means addressing skills gaps, under investment in infrastructure, challenging local complacency and lack of ambition and ruthlessly focusing on the quality of the public realm and improving access, legibility and connectivity to, from and within the city. This will not only help to retain the brightest of our workforce (bright people like living in bright places) but also attract external visitors to support the hospitality and retail sectors.

In this regard the wholesale redevelopment of the Brighton Convention Centre and its contribution to the out-of-season visitor economy is vital but so too is the delivery of the rest of the £2.2bn of physical developments in the pipeline which will be inevitably delayed by the current economic circumstances.

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<sup>36</sup> Is Social Enterprise at a Crossroads. Central Office of Information. 2008

<sup>37</sup> Michael French. Editor *Develop Magazine*. Issue #85. July 2008

<sup>38</sup> How can Cities thrive in the Knowledge Economy. The Work Foundation. 2008

Also the city must support emerging, high growth businesses especially its creative industries and encourage more businesses to take advantage of export markets and encourage all businesses to embrace new technologies that can help them to compete by being more productive. Its cosmopolitan reputation should help to establish international links with like-minded cities.

We must dramatically improve school performance. The new Falmer Academy will provide a new model for exploiting the tremendous value of our two Universities and City College. The Universities and FE college have been proactive in getting closer to businesses with no small measure of success e.g. ProfitNet and the Collaborative Training Centre at the University of Brighton; the Innovation Centre (SInC) and the £1.35m collaboration with Animazoo at Sussex University and the SOLD project at City College. But this momentum must be maintained and business must reciprocate and make the effort to collaborate more closely with the city's further and higher education establishments via Knowledge Transfer Partnerships, internships, work placements and curriculum development.

Brighton & Hove's Third Sector (Voluntary & Community sector) is well developed. It's estimated 1,600 organisations generate £96m for the local economy and employ 8,000 people with over 19,000 volunteers but it is often under-appreciated. It has an important part to play in delivering economic prosperity and should be supported to ensure its potential is realised.

We must also invest in physical capital and ensure that our housing stock reflects the needs and aspirations of families as well as younger, mobile, single people. We need to continue to develop the city's profile, selling its potential and articulating clear goals and ambitions to residents and businesses both within and outside the city.

Brighton & Hove will have to overhaul its business model as outlined above if it wants to succeed. The new globalised economy will be entirely unforgiving of those cities that make mistakes and there will be few second chances. The future belongs to the bold.

## **6.0 MONITORING AND DELIVERY**

The success of the economic strategy will be in the ability of the Economic Partnership and its partners within the city and beyond to work together to deliver the actions that underpin it. This will require a commitment to partnership, sufficient flexibility to adapt to changing circumstances and a robust approach to monitoring and evaluation so that the effectiveness of interventions can be properly evaluated. This section outlines the role of the Economic Partnership; how the strategy and action plans will be monitored and delivered and the reporting structures that will be put in place to ensure that the strategy is delivered.

### **6.1 The Role of the Brighton & Hove Economic Partnership**

The Brighton & Hove Economic Partnership (BHEP) is an unincorporated partnership of representatives from different sectors of the city's economy. Working with the local authority and SEEDA it devises the economic strategy for the city and encourages and facilitates its delivery. It responds formally to strategic planning applications and local, regional and national consultation opportunities where appropriate.

The Economic Partnership has existed for nearly ten years and was recently part of a SEEDA led in-depth review of partnerships and partnership structures across the region. This concluded that economic partnerships continue to play an important role within the sub regions as the main business-led partnership in each area through which business views can be heard alongside those of the public and voluntary sector. The Brighton & Hove Economic Partnership plays an increasingly important role both inside and outside the city especially in terms of:

- bringing forward more innovative and creative solutions to addressing the issues affecting the Brighton & Hove economy;
- promoting the importance of economic development to the public in Brighton & Hove;
- collectively taking the case to Government for greater level of investment in Brighton & Hove's economy and infrastructure;
- developing sustainable economic priorities and plans and the agreement of the Brighton & Hove Local Area Agreement;
- strengthening influence over the regional and national agendas;
- engaging businesses in public policy debates and representing the business view on a wide variety of other partnerships
- working more closely on cross border issues with other economic partnerships in the region; and,
- ensuring the Partnership is recognised by SEEDA as the primary organisation for promotion of the city's economic development priorities and the Regional Economic Strategy.

It is viewed by most stakeholders as an effective organisation that listens to businesses and represents the interests of the local economy to local, regional and national government about issues that affect them and the Brighton & Hove economy.

However, the Brighton & Hove Economic Partnership has limited resources, so it must prioritise its actions and focus on working closely with businesses and partners on projects that will add value and have the highest impact.

This will generally divide into two ways of working:

***Direct Delivery*** – where the Partnership directly takes forward initiatives itself if no other agencies are forthcoming; and

***Lobbying and Influencing*** – where the Partnership provides a business voice on key messages to local, regional and central Government or supports other organisations doing that

The following section sets out in detail, the monitoring and delivery arrangements for the Strategy.

## **6.2 Reporting Progress & Measuring Targets**

BHEP is one of the family of organisations, sitting under the Local Strategic Partnership (LSP) and the Public Service Board (PSB), responsible for the delivery of the Local Area Agreement (LAA). The Economic Partnership, in conjunction with the local authority is tasked with ensuring that the economic development targets within the LAA are delivered. The indicators and targets (both national and local) within the LAA have been selected to reflect only the key priorities in the city over a period of three years and consequently the Brighton & Hove LAA 2008 will be an important element of the measuring framework for this Strategy. Details of the LAA are attached as Appendix C.

However, solely using the LAA framework as a means of measuring progress against a set of targets does not take account of the wider picture or changes in perceptions and attitudes (and the National Indicator Set – which is the basis of the LAA framework - does not provide a particularly helpful set of indicators on the economy). The Partnership will need to adopt measures to monitor changes in attitudes and confidence amongst businesses and the general population. The assessment of the attitudes and aspirations provides a useful insight into changes of perceived well-being in the city.

The reporting structure will therefore be:

1	The staff of the BHEP will have the day to day responsibility of promoting and delivering the Strategy
2	The BHEP Chairman and Executive will drive the action plan and the vision set out in the Strategy
3	Each action area will exploit the expertise of BHEP members who will work with the BHEP staff in the delivery of action plan
4	The Executive Director of the BHEP will report at each Board meeting (quarterly meetings held each year) on the progress made against each action and the aims of the Strategy. This progress report will be a standing item at the start of each meeting.
5	A copy of the minutes from quarterly BHEP meetings will be posted on the Brighton Business website.
6	Progress of the overall action plan will be updated at quarterly intervals using a traffic lights system to show progress and be made available to the public by posting on the Brighton Business website.

## AMBITIOUS

REF	WHAT	WHO	WHEN	LINK TO REGIONAL STRATEGY
A1	Seek agreement that the strategy provides the central vision for the city to realise its ambition to be a knowledge-based economy.	Economic Partnership, city council, Local Strategic Partnership, City Council, Business Associations, SEEDA	Short term	Forms part of central vision: by 2016 the South East will be a world class region achieving sustainable prosperity
A2	Provide the business voice and a lobbying role in response to new developments, infrastructure requirements, transport initiatives, and policy development	The Economic Partnership, Chamber of Commerce, Sussex Enterprise, business associations	Short term	Smart Growth,
A3	Develop of range of measures to support local businesses through the economic downturn (2009/10) including additional business support, actions to enhance SME cash flow, lobbying High Street banks and focussed marketing activities.	The City Council, Economic Partnership, Chamber of Commerce, Business Link, FSB, JobCentre Plus, SEEDA	Short Term	Smart Growth
A4	Increase awareness of the world of work in 14 – 19 year olds to make them “employment ready” via engagement with Secondary head teachers and closer links between schools, especially the new Falmer Academy, and businesses.	Economic Partnership, City Council, Education Business Partnership, Falmer Academy	Short term	Smart Growth
A5	In association with key employers, develop introductory courses for A* 14-15 year olds on University campuses at an early point to demonstrate the local offer.	Schools, City Council, the Universities	Short term	Smart Growth, Transformational action: Education led regeneration
A6	Deliver wider impact of the Education Business Partnership (EBP) in Brighton & Hove to work for the needs of the economy.	The City Council, EBP, the Economic Partnership	Short term	Smart Growth, Sustainable Prosperity, Transformational action: Education led regeneration



	for the needs of the economy.	Partnership, The Economic Partnership, City Council, the Universities, businesses and business support groups	Short term	Global Competitiveness, Smart Growth
A7	Develop clear working links between the universities and the city to provide a single point of entry for businesses to access the advice and expertise from universities easily and effectively. Raise the joint contribution of the two universities to the city's economy to £1bn	The Universities, Sussex Innovation Centre, SEEDA, The Economic Partnership, City council	Short term	Global Competitiveness, Smart Growth, Transformational action: Education led regeneration
A8	Create a knowledge transfer specialist post(s) to work on behalf of the two universities and to focus on incentivising the university staff to engage with business.	Sussex Innovation Centre, the Universities, business support groups, SEEDA, The Economic Partnership	Medium term	Global Competitiveness
A9	Identify the key technologies where research in the two universities has a global competitive advantage and establish networks to manage and maximise economic development. Develop inter-university links and joint working, particularly in key research and subject areas (e.g. the White Rose University consortium model <sup>39</sup> ).	The Universities, Wired Sussex	Short term	Global Competitiveness, Smart Growth
A10	Investigate mechanisms to protect intellectual property rights in Universities where a model is not already in place.	The Universities, Sussex Innovation Centre, SEEDA, the City Council	Medium term	Global Competitiveness, Smart Growth
A11	Provide flexible incubation space for university spin out businesses and move-on space within the city and progress a model for the Universities to manage this space.	The Economic Partnership, businesses	Short term	Smart Growth, Transformational actions: 100% next generation
A12	Work with SME's to ensure technology advances are being used effectively to enable			

<sup>39</sup> The White Rose University Consortium is a strategic partnership between Yorkshire's leading research universities of Leeds, Sheffield and York. The combined research power of the three institutions ranks alongside that of the Universities of Oxford and Cambridge and accounts for 86% of the region's research spend. [www.whiterose.ac.uk](http://www.whiterose.ac.uk)

	them to compete and to introduce cost saving flexible working practices. Install city-wide fibre optic cable network to equip businesses with access to next generation broadband.	& support groups, Business Link, Chamber of Commerce, SEEDA, City Council		broadband coverage
A13	Support the growth of the creative industries sector to become globally competitive with particular reference to digital media.	The Universities, The City Council, Wired Sussex, MD Hub, SEEDA, Sussex Innovation Centre, Creative Brighton, Brighton Music Network	Short term – Medium term	Global Competitiveness, Smart Growth
A14	Improve sporting and leisure facilities in the city and exploit the business opportunities presented by the 2012 Olympic Games.	The city council, Sport England, the Economic Partnership	Short term - Medium term	Sustainable Prosperity, Transformational actions: Making the Most of 2012
A15	Establish Social Enterprise Incubation Centre(s) in the city.	The Business Community Partnership, the City Council, The Economic Partnership	Short term	Smart Growth, Sustainable Prosperity
A16	Establish a (SEEDA funded) cross-boundary pan Sussex Innovation & Growth Team (IGT) to service the needs of the city involving the universities and other relevant agencies in its design and operation.	The Economic Partnership(s), SEEDA, The Universities, Sussex Innovation Centre, MDHub, Wired Sussex, the city council, Chamber of Commerce, Business Link, Business Link	Short term	Global Competitiveness, Smart Growth
A17	Bring forward development sites to satisfy the need for commercial space and new homes exploring alternative means e.g. through special delivery vehicles etc. ( <i>also refer to spatial action</i> )	City Council, SEEDA, The Economic Partnership, developers	Medium term	Smart Growth

	<i>plan</i> )				
A18	Develop of a user-friendly City Council planning service capable of rapid determination of applications and encourage constant dialogue between City Planning, the wider business community, commercial agents and developers.	The Economic Partnership, city council, commercial agents and developers	Short term	Smart Growth	
A19	Nurture strategic business links with East Sussex and West Sussex to develop a Diamond for Growth & Investment on the Sussex Coast and develop strategic links with other Diamonds for Growth locations especially Gatwick Diamond.	The Economic Partnership, City Council	Medium term	Smart Growth, Spatial Approach	
A20	Enhance connectivity through improved transport links along the coast east and west and north to Gatwick & London. Deliver suitable Park & Ride site(s) on the edge of the city and mechanisms for decreasing city centre congestion.	City Council, transport operators, SEEDA.	Short term – Medium term	Smart Growth	

## DISTINCTIVE

REF	WHAT	WHO	WHEN	LINKS TO REGIONAL STRATEGY
D1	Maintain the highest standards of design and maintenance in the public realm especially in areas of high density and in the core city centre and exploit opportunities for further pedestrian prioritisation.	The city council, Brighton BID Ltd, business associations, Brighton & Hove Business Forum	Short term to Medium Term	Sustainable Prosperity
D2	Develop, protect and diversify the retail offer within the city, in particular working with the local authority to develop Churchill Square as part of the Brighton Centre redevelopment	The city council, Standard Life, businesses associations, the Economic	Medium term	Sustainable Prosperity

	scheme.	Partnership	Medium Term	Smart Growth
D3	Extend the city's Business Improvement District (BID).	Economic Partnership, Brighton & Hove Business Forum, City Council	Medium Term	Smart Growth
D4	In consultation with local businesses and the Environment Agency, develop a masterplan for the seafront maintaining the current focus on art, recreation and sport ( <i>refer also to spatial action plan</i> )	The City Council,	Short Term	Sustainable Prosperity
D5	Exploit to opportunities for tourism, sport and recreation presented by the South Downs National Park.			
D6	Invest in the city's festivals with particular reference to the Brighton Festival and Fringe and develop an Events Strategy to maximise the profitability of events.	City Council, Brighton Festival & Dome, Pride, business association, businesses	Medium Term	Smart Growth
D7	Develop bespoke apprenticeship, internships, volunteer and work placement schemes for key sectors of the Brighton & Hove economy in partnership with employers.	City Council, City College, The Economic Partnership, businesses associations and business support groups,	Medium term	Smart Growth, Transformational action: Education led regeneration
D8	Develop learning programmes in Higher and Further education that meet the needs of employers, especially in key niches such as digital media and other creative industries.	Wired Sussex, the Universities, Creative Brighton, The Economic Partnership, City College, businesses associations and business support groups	Medium term	Global Competitiveness, Smart Growth
D9	Increase the remit and capacity of MD Hub, Wired Sussex, Creative Brighton, Sussex	MD Hub, Wired Sussex, the Economic	Short term	Global Competitiveness, Smart Growth

	Wired Sussex, Creative Brighton, Sussex Innovation Centre, Sussex learning Network and the local Chamber of Commerce to assist businesses to grow with particular emphasis on local provision of higher value jobs.	the Economic Partnership, the City Council, SEEDA, Chamber of Commerce, Creative Brighton, Sussex Learning Network		
D10	Develop the Sussex Employment & Skills Board (ESB) to ensure it is appropriate to the needs of the city. Use these needs to determine the pattern of Business Link provision delivering focussed support and advice for specific key sectors.	The Economic Partnership, SEEDA, City Council, Business Link, Chamber of Commerce, Wired Sussex, MD Hub, The Universities	Short Term	Smart Growth, Transformational action: Education led regeneration
D11	Provide support and raise awareness of the environmentally focussed businesses operating within the city in particular those that are engaged in environmental technology. Capture and grow this intellectual cluster of ethical/environmental businesses.	The City Council, Business Link, SEEDA, the Universities, Economic Partnership, Chamber of Commerce, Business Community Partnership	Short term	Smart Growth, Global Competitiveness, Transformational actions: Global Leadership in Environmental Technologies
D12	Lobby for the definition of 'key worker' to be widened to include some private sector employees so that it is more appropriate to the needs of the Brighton & Hove economy.	The Economic Partnership, Chamber of Commerce, business associations	Short term	Smart Growth, Sustainable Prosperity
D13	Disseminate the actions and messages in the City Council's Climate Change Strategy and Sustainability Strategy to the business community to reduce the city's carbon and water footprints.	The Economic Partnership, the City Council, Local Strategic Partnership, Chamber of Commerce, business associations, the City	Short term	Sustainable Prosperity

		Sustainability Partnership, Southern Water			
D14	Identify a European city with similar economic profile to Brighton & Hove to act as a key partner for knowledge exchange and the development of shared approaches to common challenges.	The Economic Partnership, City Council	Short Term	Spatial Approach: Greater South East	
<b>MORE EQUAL</b>					
<b>REF</b>	<b>WHAT</b>	<b>WHO</b>	<b>WHEN</b>	<b>LINKS WITH REGIONAL STRATEGY</b>	
R1	Reduce NEET rates of 16-18 year olds.	City Council, FE institutions, Job Centre Plus, Education Business Partnership	Medium term	Smart Growth, Sustainable Prosperity, Transformational action: Education led regeneration	
R2	Promote the Skills Pledge that commits employers to train staff to a full Level 2 qualification (5 x GCSEs at A* - C grade or equivalent) & promote Train to Gain and Skills Accounts to local employers.	Education Business Partnership, The Economic Partnership, City Council	Short Term	Smart Growth, Transformational action: Education led regeneration	
R3	Use the city's construction programme to provide employment and training opportunities for those furthest from the labour market.	The city council, developers	Short Term - Medium Term	Smart Growth, Transformational action: Education led regeneration	
R4	Promote and assist employers to establish Local Employment Partnerships (LEPs) and apprenticeship schemes and to take advantage of new flexibilities introduced into the Train to Gain scheme.	The Economic Partnership, SEEDA, City Council, Business Link, Sussex Employment & Skills Board, Job Centre Plus	Short Term	Smart Growth	
R5	Establish a Local Delivery Vehicle for improving the stock of social housing. Use the allocation	Strategic Housing Partnership, City Council	Short term	Smart Growth, Sustainable Prosperity	

	the stock of social housing. Use the allocation of social housing to encourage mixed tenure and address issues of worklessness via job seeker compacts and skills training agreements linked to tenancies for social housing.	Partnership, City Council		
R7	Support the city's Third Sector organisations to contribute towards economic prosperity	The City Council, Brighton & Hove Community & Voluntary Sector Forum	Short Term	Smart Growth, Sustainable Prosperity
R8	Develop a range of low cost home ownership options to assist householders to become homeowners.	Strategic Housing Partnership, City Council	Short term	Smart Growth, Sustainable Prosperity
R9	Increase the supply of affordable homes and family homes in the city available to the workforce	City Council, Strategic Housing Partnership, developers.	Medium term	Smart Growth, Sustainable Prosperity



**SPATIAL ACTION PLAN**

**S (a): LEWES ROAD & THE ACADEMIC CORRIDOR**

**Rationale**

The Lewes Road & Academic Corridor is a priority regeneration area forming an important gateway to the city for visitors and businesses. The vision is for it to become a neighbourhood of knowledge and enterprise focused around the universities.

The availability of development sites and the connections with the two university campuses and the Sussex Innovation Centre make its development a key priority. The development area extends from the Level north east towards the Universities of Sussex and Brighton and the administrative boundary of the city. It is the focal route for the two universities and their students, with the campuses being located along the A270 from The Steine to Falmer. There is also a proposal for a City Academy at Falmer High School.<sup>41</sup>

The concept of the Academic Corridor has existed for a number of years. It aims to promote the role of the universities within the area, encouraging them to develop closer links with local businesses.

The Economic Partnership will deliver on certain aspects of the Preferred Option Policy (DA3 - Lewes Road) especially in terms of ensuring the actions within the action plan are implemented within this spatial context. It will work with the universities, businesses and landowners within the development area to bring about the vision for an Academic Corridor.

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<sup>40</sup> [www.brighton-hove.gov.uk](http://www.brighton-hove.gov.uk) London Road Lewes Road (LR2) study

<sup>41</sup> Core Strategy – Revised Preferred Options June 2008

REF	ACTION	PARTNERS	TIMEFRAME
S (a) 1	Support the actions outlined in Policy DA3 (Lewes Road) as set out in the Core Strategy Revised Preferred Options June 2008.	The Economic Partnership, the City Council, developers and landowners, the Universities	Short – long term
S (a) 2	Produce a supplementary planning document in partnership with the universities that will guide the sustainable redevelopment and expansion of the university campuses and will encourage closer links between the universities and local communities.	The City Council, and the Universities	Short term
S (a) 3	Deliver high profile and high quality development at the community stadium site (Village Way North) including the delivery of new learning facilities for City College both at the Stadium and Wilson Avenue.	The City Council, developers and landowners, the Universities, SEEDA, Brighton & Hove Albion Football club	Medium term
S (a) 4	Redevelop Preston Barracks site to provide high quality office accommodation, residential accommodation, university facilities and a new public realm.	City council, SEEDA, developers	Short term
S (a) 5	Support place shaping improvements to the quality of the environment, support high standards of design in new building and improvements to the access and legibility together with improved transport to this important gateway into the city	The Universities, The Economic Partners City Council, city council, transport operators, developers	Short-medium term

## SPATIAL ACTION PLAN

### S (b): THE CITY CENTRE, BRIGHTON CENTRE AND CHURCHILL SQUARE

#### Rationale

This area includes the heart of the cultural, retail and commercial core of the city and contains the key drivers of the local tourism, leisure and shopping economy. The Brighton Convention Centre, which is owned by the City Council, was constructed in 1977 and is now outdated in terms of its design, specification and appearance when compared with other more modern conference centres elsewhere. The City Council's medium-term aspiration is to secure the city's conference economy by redeveloping the Brighton Centre.

Churchill Square & Western Road together form Brighton's prime pitch retail area and contain a mix of large, modern, retail units (Churchill Square) and older, turn-of-the-century, traditional shops of varying sizes (Western Rd). There is considerable potential to enhance the pedestrian environment, unit configuration, appearance and national multiple retailer representation. The 2006 GVA Grimley Retail Study identified a need for an additional 56,000 m<sup>2</sup> of retail space to enable existing retailers to trade up and to attract major new retailers, while existing stock needs to be redeveloped and modernised<sup>42</sup>. This will help Brighton & Hove to compete against nearby towns like Croydon and Crawley with 140,000 m<sup>2</sup> of retail space in the pipeline.

The redevelopment of the Brighton Centre and the associated provision of new retail floorspace in Churchill Square has been a long term ambition. An outdated conference centre places the city at risk of losing investment and visitors to other competitors in the UK and overseas. The £400m development scheme includes extending Churchill Square down to the seafront and replacing the conference centre with a much smaller venue on the site of the current Kingswest cinema and nightclub on the corner of West Street.

#### Links to other strategies

Consultation exercise for Strategy review May - July 2008

Core Strategy Revised Preferred Options June 2008

Sustainable Community Strategy 2006

Local Area Agreement 2008

Retail Study 2006

Public Space Public Life study 2007

Tourism Strategy 2008

Regional Economic Strategy 2006 - 2016

<sup>42</sup> Core Strategy – Revised Preferred Options June 2008

The redevelopment of the Brighton Centre and Churchill Square will position the city as one of Europe's leading conference and meeting destinations and consolidate Brighton's role as a primary regional shopping centre.

REF	ACTION	PARTNERS	TIMEFRAME
S (b) 1	Support the actions outlined in Policy DA1 (Brighton Centre and Churchill Square Area) as set out in the Core Strategy Revised Preferred Options June 2008.	The Economic Partnership, City Council, developers and landowners, businesses, SEEDA.	Short – long term
S (b) 2	Redevelop the existing Brighton Centre with a new state of the art convention facility and to incorporate an extension of Churchill Square with new retail floorspace as part of the overall development.	SEEDA, the City Council, Standard Life, The Economic Partnership	Medium term
S (b) 3	Support place shaping improvements to the quality of the environment, support high standards of design in new building and improvements to the access and legibility together with improved transport provision to the seafront and to the proposed developments.	The City Council, developers and landowners, businesses, the Economic Partnership	Medium – long term
S (b) 4	Renew and expand the Business Improvement District (BID) at the end of its term to include an increased geographical area of the city centre	The Economic Partnership, City council, businesses	Short term
S (b) 5	Explore and support further options for city centre pedestrian prioritisation	City Council, Business	Short term – Medium term

	associations, Brighton & Hove Business Forum	
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## **SPATIAL ACTION PLAN**

### **S (c): SHOREHAM HARBOUR AND SOUTH PORTSLADE**

The draft South East Plan identifies Shoreham Harbour as a specific site requiring co-ordinated action to unlock economic development potential and the Regional Economic Strategy (RES) designates it as a Regionally Significant Port, the potential of which needs to be explored. It covers about 260 hectares of land (approximately 90 ha are owned by the Shoreham Port Authority), two-thirds of which are within Adur District. The wider Harbour area could potentially be one of the largest waterfront regeneration areas in the country. While this potential has long been recognised, implementation has been frustrated by a number of complex infrastructure costs. The Harbour is one of the few “industrial” areas in Brighton and Hove.

The regeneration of the wider Shoreham Harbour area may be the only site that offers significant potential to meet the long-term (15 to 20 year) demands for housing and employment in the wider Brighton & Hove area.

Plans to develop Shoreham Harbour started with the adoption of the Shoreham Maritime: Vision to Reality document in 1999, but in 2003, the City Council considered that a regeneration proposal was undeliverable from an economic, political and sustainable transport perspective. However, since then, SEEDA has initiated revised proposals for the wider Harbour area in conjunction with the three local authorities, the Port Authority and other key organisations with a view to producing a deliverable redevelopment programme.

The emerging scheme is more significant in scale and considers a wider area that includes South Portslade (plus Southwick and Fishersgate in Adur District). The proposals expect to deliver greater economic, social and environmental benefits, including a substantial mixed-use scheme that includes residential and development alongside new leisure facilities.<sup>43</sup>

The Harbour was awarded Growth Point (GP) status in July 2008. GP status will entitle the Harbour to a share of £100m of government funds which will enable significant upgrades to public transport, measures to improve long-term flood protection, the

#### **Links to other strategies**

Consultation exercise for Strategy review May - July 2008  
Core Strategy Revised Preferred Options June 2008  
Sustainable Community Strategy 2006  
Review of Sub National Economic Development & Regeneration 2007  
Local Area Agreement 2008  
Regional Economic Strategy 2006 - 2016  
Employment Land Study 2006  
Draft South East Plan

<sup>43</sup> Core Strategy – Revised Preferred Options June 2008



development of a range of new community facilities (such as schools and doctors' surgeries), and improved open spaces and beach access<sup>44</sup>.

An Area Action Plan (AAP) encompassing a development area much larger than just the port will be prepared by the three local authorities with support from SEEDA. Although many of the challenges outlined in the original vision Shoreham maritime vision still remain, the policy drivers to address them have changed significantly in the last five years.

The Shoreham Harbour development site has the potential to be a showcase example of a sustainable neighbourhood, providing housing and employment space and improvements to local communities. It is also one of the key projects being undertaken in partnership with neighbouring authorities.

REF	ACTION	PARTNERS	TIMEFRAME
S (c) 1	Support the actions outlined in Policy DA7 (Shoreham Harbour and South Portslade) as set out in the Core Strategy Revised Preferred Options June 2008.	The Economic Partnership, SEEDA, the City Council, neighbouring authorities, The Port Authority	Short – long term
S (c) 2	Participate in the economic development steering group for the Shoreham Area Action Plan (AAP) and support the development of an evidence based economic development strategy setting out the key land use requirements of the city especially in terms of housing and employment allocations to create a highly sustainable neighbourhood adhering to the latest standards for sustainable development.	The Economic Partnership, WSEP, SEEDA, local authorities	Short term to Medium Term
S (c) 3	Investigate delivery vehicle options for delivering the overall package of schemes and developments.	SEEDA, the City Council, neighbouring authorities, The Port Authority, The Economic Partnership,	Short term

<sup>44</sup> www.brightonbusiness.co.uk – Shoreham Harbour gets Growth Point status

S (c) 4	Develop appropriate sites in the Portland Road and Boundary Road areas, e.g. EDF Energy site, Gala Bingo Hall etc to provide mixed use developments to support the employment and housing needs of the city	City Council, developers, EDF Energy	Medium Term
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## SPATIAL ACTION PLAN

### S (d): NEW ENGLAND QUARTER AND LONDON ROAD

London Road is the main gateway into the city from the north/A23 and, with the New England Quarter, forms one of the two London Road/Lewes Road (LR2) priority regeneration areas. The vision is to 'revitalise the London Road retail area and create a major commercial quarter for Brighton & Hove, consisting of high quality commercial accommodation connecting London Road with the New England Quarter and improve connections between businesses and the universities and City College. Its central location makes it a key site for providing workspace for creative industries and digital media businesses.

#### Links to other strategies

Consultation exercise for Strategy review May - July 2008  
 Core Strategy Revised Preferred Options June 2008  
 Sustainable Community Strategy 2006  
 Local Area Agreement 2008  
 London Road Lewes Road (LR2) Regeneration Study 2007  
 Employment Land Study 2006  
 Public Space Public Life Study 2007  
 Creative Industries Workspace Study 2008

REF	ACTION	PARTNERS	TIMEFRAME
S (d) 1	Support the actions outlined in Policy DA4 (New England Quarter and London Road) as set out in the Core Strategy Revised Preferred Options June 2008.	The Economic Partnership, the City Council, landowners, developers, the Universities, City College	Short – long term
S (d) 2	Develop a new business quarter centred around Elder Place/New England Street and identify the employment space requirements, location and type of occupiers appropriate for creative industries and digital media companies as part of the regeneration of the wider London Road strategy.	The City Council, landowners, Wired Sussex, Creative Brighton, The developers, The Economic Partnership	Short – medium term
S (d) 3	Make place shaping improvements to the quality of the environment, support high standards of design in new building and improvements to access and legibility to this	The City Council, landowners,	Short – medium term

	important gateway into the city	developers, businesses	
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## SPATIAL ACTION PLAN S (e): BRIGHTON MARINA & BLACK ROCK

Brighton Marina is one of the largest marinas in Europe. Despite this, lacking any coherent urban form or imaginative public realm and with a patchy and uncoordinated retail and leisure facilities, it has never delivered any meaningful contribution to the city's destination offer since its construction in the early 1970s. The Black Rock site enjoys a superb beachfront location adjacent to, but largely disconnected from, Brighton Marina and also suffers from poor connectivity to the city centre.

### Links to other strategies

Consultation exercise for Strategy review May - July 2008  
Core Strategy Revised Preferred Options June 2008  
Sustainable Community Strategy 2006  
Local Area Agreement 2008  
Brighton Marina PAN 2008  
Employment Land Study 2006

REF	ACTION	PARTNERS	TIMEFRAME
S (e) 1	Support the actions outlined in Policy DA2 (Brighton Marina & Black Rock) as set out in the Core Strategy Revised Preferred Options June 2008.	The Economic Partnership, the City Council, landowners, developers, businesses	Short – long term
S (e) 2	Redevelop the outer harbour providing residential accommodation with up to 40% affordable housing combined with public space and buildings of high architectural and sustainability standards, ensuring that the local community derives benefits during and after construction.	The City Council, landowners, developers,	Short – medium term
S (e) 3	Redevelop the inner harbour to provide residential accommodation with up to 40% affordable housing and new retail facilities and buildings of high architectural and sustainability standards ensuring that the local community derives benefits during and after construction.	The City Council, landowners, developers, businesses	Short – medium term
S (e) 4	Make place shaping improvements to the quality of the environment, support high standards of design in new building and improvements to access and legibility.	The City Council, landowners, developers,	Short – medium term

S (e) 5	Deliver a major leisure based facility to enhance the city's destination and tourist offer at Black Rock, ensuring that the local community derives benefits during and after construction.	businesses The City Council, landowners, developers, businesses	Short – medium term
S (e) 6	Enhance transport links to the Marina & Black Rock via the new Rapid Transit System to increase connectivity to the city centre	The City Council, transport operators	Short – medium term



**SPATIAL ACTION PLAN**  
**S (f): EASTERN ROAD & EDWARD STREET**

The dual carriageway taking traffic east from the Old Steine to Kemp Town dominates this area of generally poor public realm with a heavy emphasis on office accommodation (especially the European headquarters of American Express) and civic buildings such as the law courts, police station and Royal Sussex County Hospital which is undergoing large scale expansion.

Some sites, e.g. Gala Bingo Site and Freshfield Industrial Estate offer opportunities for more efficient use of the employment land.

**Links to other strategies**

Consultation exercise for Strategy review May - July 2008  
 Core Strategy Revised Preferred Options June 2008  
 Sustainable Community Strategy 2006  
 Local Area Agreement 2008  
 Employment Land Study 2006  
 Hotels Futures Study 2007  
 Retail Study 2006  
 Tall Buildings Study

REF	ACTION	PARTNERS	TIMEFRAME
S (f) 1	Support the actions outlined in Policy DA5 (Eastern Rd & Edward St as set out in the Core Strategy Revised Preferred Options June 2008.	The Economic Partnership, the City Council, landowners, developers, businesses	Short – long term
S (f) 2	Deliver high quality, sustainable mixed use development including education, employment and housing with up to 40% affordable housing in Circus Street	The City Council, landowners, developers, businesses	Short – long term
S (f) 3	Deliver new office accommodation in Edward Street to accommodate the needs of American Express	City Council, American Express	Medium term

	S f 4; Redevelop Gala Bingo site and Freshfield Road Industrial Estate as and when the opportunity arises	The City Council, landowners, developers, businesses	Short – long term
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## SPATIAL ACTION PLAN S (g) : THE SEAFRONT

Since the 1980s the Seafront has undergone a transformation in the quality of public realm, the mix and scale of commercial enterprise providing a year-round sport, leisure and cultural offer for local residents and visitors which will be further enhanced by the addition of the Brighton Eye 360 viewing platform and a new conference centre and associated hotel. The seafront is the city's main public space and provides an important opportunity for formal and informal recreation. There is a need to enhance and improve the public realm along the seafront and new opportunities should be encouraged to provide for new cultural, sport and leisure activities.

### Links to other strategies

Consultation exercise for Strategy review May - July 2008  
Brighton & Hove Council Seafront Vision March 2003  
Core Strategy Revised Preferred Options June 2008  
Sustainable Community Strategy 2006  
Local Area Agreement 2008  
Tourism Strategy 2008-08-22 Open Space & Sport Recreation Study 2008  
Creative Industries Workspace Study 2007 -2017  
Strategic Flood Risk Assessment 2008

REF	ACTION	PARTNERS	TIMEFRAME
S (g) 1	Support the actions outlined in Policy SA1 (The Seafront) as set out in the Core Strategy Revised Preferred Options June 2008.	The Economic Partnership, the city council, landowners, developers, businesses	Short – long term
S (g) 2	Prepare a Masterplan for the development of the seafront from Boundary Rd/Station Road in the West to the Marina in the East maintaining an emphasis on art, sport and recreation.	The City council	Short – long term
S (g) 5	Explore options for the redevelopment of the King Alfred site with provision for a new sports centre and contribution to the city's affordable housing needs with up to 40% affordable housing.	The City council	Medium term

S (g) 3	Maintain and enhance the provision of workspace for local artists and craftspeople.	The City council	Short term
S (g) 4	Maintain and enhance the distinctive quality of the seafront's sporting, leisure and retail provision.	The City council	Short term

### SPATIAL ACTION PLAN

#### S (h) : HOVE

This is one of Brighton & Hove's most concentrated employment use areas mixed with high density residential accommodation centred around the railway station and east west track. Although the commercial accommodation is well used with few vacancies there is scope for more efficient use of the employment land. The public realm is generally of very poor quality and it has at least one pollution hot spot and major traffic junctions that operate at or close to capacity. There is a need to encourage public realm improvements and there is scope to increase the efficiency of land use in the area. A priority is to protect and enhance existing employment floorspace provision and to prepare a masterplan to promote and co-ordinate employment led mixed use regeneration developments.

<p><b>Links to other strategies</b></p> <p>Consultation exercise for Strategy review May - July 2008</p> <p>Employment Land Study 2008</p> <p>Retail Study 2006</p> <p>Local transport Plan 2006</p> <p>Tall Buildings SPG 2004</p> <p>Open Space, Sports &amp; Recreation Study 2008</p> <p>Reducing Inequalities Review 2008</p> <p>Sustainable Community Strategy 2006</p>
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REF	ACTION	PARTNERS	TIMEFRAME
S (h) 1	Support the actions outlined in Policy DA6 (Hove Station) as set out in the Core Strategy Revised Preferred Options June 2008.	The Economic Partnership, the city council, landowners, developers, businesses	Short – long term
S (h) 2	Prepare a masterplan to promote and coordinate employment led mixed use regeneration of underused land and buildings in the area and to ensure that public realm and townscape improvements are fully addressed.	The city council, landowners, developers,	Short term

		businesses, the Economic Partnership	
S (h) 3	Redevelop strategic sites e.g. EDF Energy site in Portland Rd, Sackville Trading Estate, King Alfred site, Sackville Hotel site etc to provide for the needs of Hove residents and businesses ensuring that the existing Hove Town Centre thrives.	The city council, landowners, businesses	Short to Medium Term

