



Productive Inclusive Transformative

An Economic Strategy
for Brighton & Hove

2018

Economy, Environment & Culture

Supporting economic growth and maintaining
an attractive, connected and well run city for
residents, businesses and visitors

BHEP BRIGHTON & HOVE
ECONOMIC
PARTNERSHIP



**Brighton & Hove
City Council**

Contents Page

Contents Page	2
An Economic Strategy for Brighton & Hove	4
Brighton & Hove Today	10
The Case for Action: Securing a Better Economic Future for Brighton & Hove	18
A Growing City	23
An Open City	27
A Talented City	31
A Fair City	36
A Sustainable City	40
Delivering the Strategy	45
Measuring Success	52

An Economic Strategy for Brighton & Hove



1. An Economic Strategy for Brighton & Hove

Brighton & Hove has long been established as one of the UK's most distinctive cities.

It is known for the spirit and diversity of its people; for its unique retail, leisure and cultural offer; and for its world-famous seafront and heritage assets. Most recently it has become recognised for the strength of its small business economy and as a genuine hub of creativity, innovation and enterprise.

This new economic strategy has been developed to build on these considerable strengths, helping Brighton & Hove to evolve as a more successful and resilient city. It aims to deliver transformational change in structures, practices and projects to support long-term improvement in the economic performance in both the city and the Greater Brighton City Region.

Our strategy in context

The Strategy has been developed for the city as a whole: providing a common goal and purpose that all city partners can work towards over the next five years.

While rooted within the city, the strategy is outward facing: it aims to influence and inform activity across Greater Brighton and respond directly to priorities set out within Coast to Capital's Strategic Economic Plan and the government's Industrial Strategy.

Timing of the strategy

There are of course, many uncertain factors which will impact upon the evolution of this strategy. These include the outcome of Brexit negotiations, technological change, government policy, and global and national economic performance.

This strategy recognises these but does not seek to tackle them directly. Instead, we have set out to think boldly and proactively about how the city can best position itself to build upon its assets and be agile and resilient to change and opportunity in the coming years.

Breadth of focus

The Strategy is deliberate in its breadth: the economy is fundamental to Brighton & Hove's identity and to that of the City Region. The Strategy cuts across a range of activities and partners, recognising links to community, health, transport, environment, technology and partnership.

This strategy is informed by a detailed evidence base report and consultation feedback and input from a range of partners including businesses, voluntary and community organisations and other public and private sector bodies.

These background reports can be found on our Economic Strategy webpage on the Brighton & Hove City Council website: <https://www.brighton-hove.gov.uk/content/business-and-trade/support-businesses/brighton-hove-economic-strategy-2018-2023>.

Our vision for economic growth

Over the next five years, Brighton & Hove will establish itself as one of the UK's most economically vibrant, inclusive and future-facing cities.

The city will be recognised as the economic heart of the City Region, with Brighton & Hove and Greater Brighton partners collaborating to establish the area as a nationally significant hub of growth and productivity.

Disruptive, collaborative and informative ways of working will be embraced to respond to the long-standing challenges facing the city. In doing so, Brighton & Hove will act as a trailblazer for economic and social change and improvement in the UK and globally.

A new approach to five themes

Our vision for Brighton & Hove is underpinned by five themes that we believe are vital to delivering economic growth, creating prosperity and providing a greater quality of life for all.

Our approach is underpinned by a commitment to testing new ideas and 'disruptive' approaches, and to supporting the evolution of Greater Brighton as a recognised and dynamic economic sub-region.



A Growing City

A city that unlocks its capacity for growth, through the delivery of homes, space and infrastructure and through the evolution of a better-connected economy.

Outcomes: more homes, business space, vibrant SME economy, sustainable infrastructure.



An Open City

A city that achieves its potential as the most distinctive City in the UK, evolving as an attractive, welcoming and modern place for investors and visitors alike.

Outcomes: business investment, thriving visitor, retail, leisure & culture offer, better places.



A Talented City

A city makes the most of its talent, by ensuring that all residents have the competencies that they need to access employment, to progress in work and build careers.

Outcomes: economic participation, skills for growth, labour market productivity.



A Fair City

A city which is inclusive and responsible, encouraging engagement and participation across our communities and working to ensure the benefits of growth are distributed fairly.

Outcomes: economic and social inclusion, health, civic pride and responsibility.



A Sustainable City

A city which looks to the future, focusing on its economy, on sustainable solutions to future challenges in order to protect and enhance the health and wellbeing of its residents and act as a leader in developing a robust response to climate change.

Outcomes: a more circular, sustainable and resilient economy

Embracing innovation & disruption: A bold new approach

This strategy has been designed to challenge and empower partners to do things differently.

We want to capitalise on Brighton & Hove's reputation for creativity and openness by making the city a more recognised environment for innovation and disruption. We believe we need to take an approach which builds on existing foundations and capacity, but which also embraces new approaches and ways of working.

Why is a new approach needed?

Over the last five years, our economy has continued to diversify, with the creation of more jobs and the growth of new and established sectors. The establishment of the **Greater Brighton City Region** in 2014, and the **City Deal** subsequently agreed with government, has been successful in reinforcing a collective voice for our area and in improving collaboration across the sub-region.

The addition of Crawley and Gatwick Airport to the City Region has helped create a stronger proposition and a city geography which is genuinely significant to the UK economy. Over the next five years, the **City Region Investment Programme** and the **One Public Estate** programme have the potential to unlock major development sites, deliver new innovation assets, and secure a diverse range of sustainable infrastructure enhancements.

Despite recent growth and diversification however, there is evidence that the scale and pace of change has been below that of our competitors, and that the city is 'punching below its weight'.

A number of long-standing socio-economic challenges persist in Brighton & Hove and have remained unchanged for the past decade. These include the productivity, scalability i.e. the potential to change in size or scale to accommodate growth and competitiveness of our economy; the supply and affordability of housing and commercial space; the quality of our transport infrastructure within the City Region and beyond, and levels of social and economic inclusion.

We believe that adopting new approaches and committing to innovation, is the best way for us to build on the city's existing strengths and potential, and in doing so respond to some of these deep-rooted challenges.

A city which is proud to do things differently

Brighton & Hove has a long-held reputation for doing things differently. Adopting a bolder and more disruptive approach to supporting economic growth builds on a number of our innate strengths and characteristics:

Our open, creative and caring instincts

- The talent and ethos of our people is one of our distinguishing strengths; Brighton & Hove is acknowledged as a place where people are open to new and different ideas, where creativity and innovation are encouraged to flourish, and where there is commitment to the 'greater good'.

Our strong digital sector and innovation assets

- The tech enabled economy is the 'new normal'. Over the past decade, the growth and innovation of our tech sector has achieved national recognition; there is an exciting opportunity to leverage greater value from these activities, exerting a positive influence on the city's evolution and operation.

The right scale to support city innovation

- Brighton & Hove has the scale and diversity which means it is well placed to pilot new approaches to respond to some of the most significant macro-challenges faced by cities in the 21st Century.

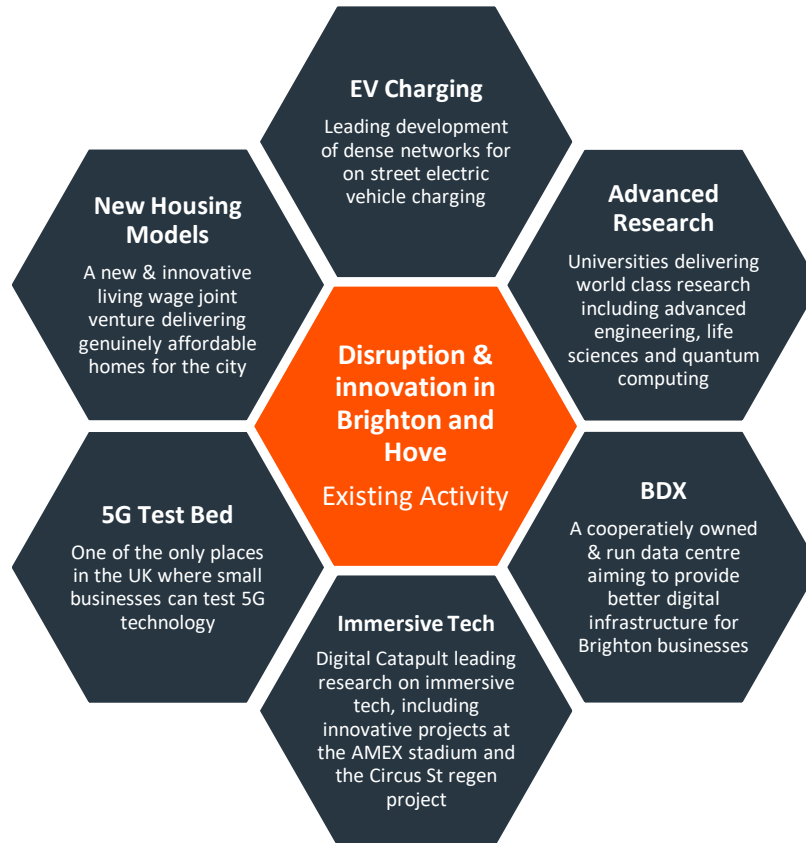
An appetite for collaboration

- City Region partners, local universities and national innovation organisations and think tanks, all see the potential of Brighton to be a stronger example of city management and economic development.

An already strong momentum on which to build

- New and innovative approaches are currently being adopted across the city, drawing in a range of partners and addressing a range of issues.

Summary of our innovation track record



What does innovative & disruptive mean in practice?

Our innovative and disruptive commitment cuts across our strategy and aims to respond to a number of our defining challenges. It will support the strengthening of Brighton & Hove’s city identity, explore new models to enhance community inclusion, innovate infrastructure delivery, respond directly to city resilience challenges, and enhance strategic capacity.

Being disruptive is not just about technology. We see this as an opportunity to focus the realignment of partnerships and delivery models to better meet the needs of the city and the City Region. It will also see the city establishing itself as exemplar within the UK and internationally, and the establishment of new innovation relationships with local businesses, residents, and external partners.

We don’t want innovation to be inaccessible or unattainable; we want to harness the great ideas and aspirations across the city to deliver genuine inclusive growth.

While the theme of disruption cuts across our strategy, there are a number of specific ideas which we believe will be important in supporting our overall objectives:

Priority Action 1 - PA1: Establish an Innovation Programme and Civic Innovation Demonstrator

Develop an innovation programme which looks at the challenges in the strategy and identifies who takes them forward. Specific issues of economic focus include: productivity, energy, water, health and inclusion, electric/autonomous vehicles, food security, circular economy, affordable housing and digital infrastructure. In addition, develop a Civic Innovation Demonstrator to support discussion, the evolution of the city, and greater engagement of partners and all communities in the future of the city's economy.

Supporting actions

CC1. Establish new funding models to support testing of new approaches and to enable local businesses to develop new solutions to city issues. This may include a mix of challenge prize and crowd-fund investment, directly linked to specific long-term challenges.

CC2. Aim to embed social value in all public-sector commissioning and procurement and support the **Civil Society Sector**, also known as the Third Sector, to be part of the market place in providing levers that incentivise a vibrant not-for-profit sector.

CC3. Develop new innovative approaches to delivery, planning and infrastructure, using new technologies where relevant and the innovative capacity of Brighton & Hove's business base.

CC4. Establish an observatory to monitor and reflect on the success of local innovation, feeding back publicly to improve delivery and to enhance the city's reputation as a leader.

Further detail on these ideas is provided in Appendix A

Priority Action 1 will lead to the following outcomes:

Joined up and coherent approach to city innovation which build on existing city capacity and talent

Long-term impact on 'big' city issues: inclusion, productivity and resilience.

Visibility of the city as a leader in disruptive thinking

A more dynamic approach to addressing strategic growth opportunities and constraints across Greater Brighton;

More residents and partners engaging with city challenges and contributing ideas.

Visibility of the city as a leader in disruptive thinking

Ultimate outcomes – increased investment in infrastructure and a strong delivery pipeline

Brighton & Hove today



2. Brighton & Hove today

The strategic, economic and social story of Brighton & Hove and Greater Brighton has underpinned the development of this strategy. Here, we provide an overview of the headline characteristics of the city and City Region, and the defining challenges which the strategy aims to respond to.

Analysis draws on the detailed evidence base report which accompanies this strategy. Twenty of the most important facts that have emerged from the evidence base are summarised below.

Brighton and Hove: 20 facts which have shaped the strategy

1. The Brighton & Hove economy comprises **140,000 jobs and 16,000 businesses**. The economy has experienced strong growth in recent years: **14,300 jobs have been created since 2011, and there are 2,700 more businesses** in the City compared to 2012.
2. Despite this, the pool of jobs in the city is comparatively small: there are **only 0.8 jobs in the city for every economically active resident**.
3. Partly reflecting this, there is a **net daily outflow of workers from Brighton & Hove** of more than 5,000 people; the majority of these commute elsewhere in the City Region (48%) or to London (25%).
4. **Productivity levels are currently comparatively low** at around £65,000 per annum; this is lower than across the City Region and competitor Cities such as Reading, Milton Keynes and Cambridge.
5. The City is home to an enterprising economy: there were **2,100 business start-ups in 2015**, and the City is home to a greater concentration of homeworkers than any other UK City.
6. There are around **57,000 knowledge economy jobs** in Brighton & Hove, representing around 41% of the total economy.
7. Brighton & Hove has a **strong and rapidly growing ICT and Digital sector**. The sector now supports nearly 1,500 businesses and 6,800 jobs, having grown by over 40% over 5 years.
8. Tourism continues to be an important driver of the Brighton & Hove economy: the sector supports around **1 in 5 jobs in the City**, and expenditure of around £860m.
9. Brighton & Hove's two universities support a **student population of over 35,000**.
10. Brighton & Hove is **one of the strongest performing UK cities for service exports**, equating to around £12,000 per job, lower only than London and Edinburgh.
11. Brighton & Hove has experienced **rapid population growth** of around 13% over the past decade, and now is home to more than 1 in every 3 people in the City Region.
12. The City's labour force is characterised by **strong qualifications**; half of working age residents have a degree qualification, compared to around 38% nationally.
13. Brighton & Hove continues to be an attractive location; there was a **net inflow of 3,800 international migrants** in 2016, and it attracts the **second highest number of internal migrants** leaving London.
14. While earnings levels for Brighton & Hove's population are higher than average, **earnings of those working in the City are comparatively low**. The earnings gap between these two groups is around £3,000.
15. The city is characterised by a large number of workers who are either in part-time or non-permanent employment. Around **37% of residents are in part time jobs**.
16. Unemployment in Brighton & Hove is higher than average, and the City is characterised by comparatively high levels of **youth unemployment** (a rate of around 16%).
17. There have been nearly **100 commercial to residential permitted development** applications in the city since 2014, the 7th highest figure for all local authority areas outside London.
18. The city has one of the **lowest levels of housing affordability** of all UK Cities, with the average house price nearly 11 times the average salary.
19. Brighton & Hove has the **4th best provision of ultrafast broadband** of all UK cities.
20. The city is home to a strong **civil society**, with around 2,300 third sector organisations and 6,900 people working in the third sector.

The hub of a growing and connected city region

Brighton & Hove's economy is best understood when considered within its wider context.

The city benefits from being part of a diverse, well connected and growing City Region. The establishment of Greater Brighton in 2014 has laid the basis for stronger collaboration across the area, with partners working closely to respond to strategic opportunities and challenges.

The continuing evolution of Greater Brighton has an integral role to play in supporting the growth potential of the city: providing greater critical mass to unlock growth opportunities, developing coordinated responses to growth constraints, and articulating consistent messages to government and other external audiences.

Beyond the City Region, there are also long-established links with London: in terms of labour market, tourism, and commerce. Official Census data suggests that around 8% of city residents work in London, although analysis of peak time train usage indicates that this figure could be higher.

Aside from the relative ease of access and the strong employment market in London, these strong commuter flows are also reflective of migration patterns. Brighton & Hove has long been an attractive destination for migrants moving away from London, and the city is currently the second most important destination in the UK in this respect.

Figure 1.1 Greater Brighton



Source: Regeneris Consulting, 2018

The Greater Brighton City Region: A snapshot

Comprising Brighton & Hove, Adur, Mid Sussex, Worthing, Lewes and Crawley, Greater Brighton boasts excellent national and international connectivity via the Brighton Mainline and Gatwick Airport

The City Region is home to nearly one million people and is distinguished by the quality of its natural and physical assets. The area has a significant economy generating over £20bn per annum and supporting around 400,000 jobs. The economy is underpinned by a set of important economic assets such as Gatwick Airport and Manor Royal industrial area (home to major international HR functions and logistics activities) and Newhaven Enterprise Zone

There are significant growth opportunities across the City Region: from the growth aspirations of Gatwick Airport, to the development potential and proposals of locations such as Newhaven and Shoreham. The City Region Investment Programme has been developed to unlock growth, with over £150m of public sector investment already allocated to projects across the area.

What sets our economy apart?

Brighton & Hove is home to a growing economy: employment has grown by around 11 per cent over the past five years to a total of 140,000, and the number of businesses has increased by around a fifth to a total of 16,000.










The city's economy has a number of distinctive characteristics which differentiate it from its competitors and within the overall UK context.

Diverse sector specialisms

Brighton & Hove enjoys a relatively broad spread of employment across the economy broadly reflecting the varied economic functions that the city has always played.

It is a hub for business and commercial activities, an important centre for higher education, a retail destination of sub-regional importance, and visitor destination with a strong food and drink, accommodation and cultural offer. Brighton & Hove is also home to a growing number of environmental industries. All these strengths are reflected in the distribution of employment within the city.

Additionally, the city also has emerging specialisms in ICT and Digital Services and Creative Industries; two sectors which have seen rapid growth in recent years. These are 'higher value' sectors are being prioritised for growth nationally, and therefore represent a considerable economic opportunity for the city.

Sector	Jobs	Strengths
 Public sector	37,200	The city's largest sector, comprising council activities, hospital and health activities and schools and Further Education.
 Prof & Financial	20,400	A diverse sector including the city's Amex, but also a diverse range of smaller service-based professional service activities.
 Visitor Economy	18,000 ✓	Historic heart of the city's economy, benefiting from diverse assets such as the seafront, the Royal Pavilion, and the Brighton Centre.
 Retail	15,900	A retail centre of regional importance centred on Churchill Sq. and a renowned independent offer in the Lanes, North Laine and Hove.
 Business Support	12,100	Covers a range of typically 'lower' value activities such as cleaning, security and employment services.
 ICT & Digital	6,800 ✓	A growing and vibrant sector as highlighted by the Brighton Fuse Report. Benefits from strong sector assets such as Wired Sussex and the Digital Catapult Brighton.
 Higher Education	6,000 ✓	The universities of Sussex and Brighton play an important role both as employers, but also in terms of student population & city identity.
 Other Creative Services	4,400 ✓	Forms part of the city's growing and concentrated Creative Digital & IT - CDIT - sector; strong links to digital and IT and wider professional service activities.
 Denotes a sector specialism for Brighton & Hove relative to the UK		

Our thriving small business economy



Brighton & Hove is known for the strength of its small business economy. Around 13,700 businesses in the city are 'micro' in size, employing fewer than 10 people: 86% of all businesses.

The strength of the small business economy partly reflects the fact that the city is a recognised hub for enterprise and entrepreneurialism. Business start-up rates in the city are strong, and the city has one of the UK's highest 'early stage entrepreneurial activity' levels (a measure of the proportion of the population which is about to start an 'entrepreneurial activity' or has done so in the last three years). Brighton & Hove also has one of the highest homeworking rates of any UK city.

It is also important to acknowledge the important role that larger businesses play within the local economy. The city is home to around 50 organisations employing more than 250 people; these are important anchors of employment within the economy.

Our specialist enterprise, research and innovation assets



The city's economy is supported by a number of important research and innovation assets which underpin a growing reputation as a place for innovation and technology.

The University of Brighton and the University of Sussex are important anchor institutions for the city: both for their world-leading research expertise and for their graduate output. The Green Growth Platform at the University of Brighton offers its members business support, grants, finance advice, innovation and skills development and connections.

The city has a growing number of bespoke research and innovation facilities which mark it out nationally. The Digital Catapult Centre Brighton is undertaking innovative research into immersive tech, and is one of the only places in the UK where 5G technology can be accessed by start-ups. The Advanced Engineering and Bio-Innovation centres will provide specialist facilities to support innovation within new and emerging sectors.

The city is also home to a number of business accelerators and incubators, and benefits from a number of strong business networks and sector organisations, including the Brighton & Hove Chamber, the Economic Partnership, Wired Sussex and the Brilliant Brighton BID.

Our people and communities



Over many decades the city has established a reputation for openness. The city is known for being home one of the UK's largest LGBT communities, and benefits from a culture of openness and diversity.

This population is perhaps the city's greatest economic strength and resource. The economy benefits from access to a large, well-qualified and growing population of working age. Brighton & Hove currently has the 4th most qualified workforce of all UK cities.

The strength of this labour pool has grown in recent years: there has been a significant increase in the proportion of residents working in 'higher level' managerial & professional occupations.

Partly reflecting its culture and ethos, the city is home to an extremely strong civil society sector: an audit of the sector carried out in 2014 found that there were 2,300 third sector organisations and 6,900 people working in the third sector: one of the strongest concentrations nationally.

Our lifestyle and environment



Brighton & Hove has global recognition for its vibrant, cosmopolitan lifestyle, and for the strength of its physical environment.

There is a strong commitment to arts in the city, with over 60 festivals annually including renowned events such as the Brighton Festival and Brighton Fringe which attract both residents and tourists. More generally, the city's diverse assets (including the seafront, the Royal Pavilion, the Lanes and the Regency architecture) underpin the city's established visitor identity.

The quality of Brighton & Hove's physical environment, including its seafront setting and proximity to the South Downs National Park, is one of its greatest and most recognised strengths. The Living Coast Biosphere covers a geography similar to Greater Brighton and is one of only six UNESCO designated International Biosphere Reserves in the UK, demonstrating the balanced relationship the city has between people and nature i.e. encouraging sustainable development.

What factors will define future economic success?

Despite our strengths and assets, we recognise that there are a number of important 'growth pains' for the city and City Region which are influencing our current economic vitality and future trajectory:

1. Improving identity, visibility and positioning

Brighton & Hove has a long-standing identity based on its status as one of the UK's leading visitor destinations, and as an open, lively and ethical place. Despite this, there is a perception that the city does not have a strong identity as a place for business and that over the past decade this has been compounded by the absence of a clear economic vision.

2. Internationalising the city and City Region

Greater Brighton has the potential to be one of the UK's most compelling inward investment and growth locations; its international standing and connections with the world will have an important role to play in defining future performance. In an uncertain economic context, trade and inward investment has an integral role to play in supporting businesses growth and innovation, and creating and sustaining employment opportunities in existing and emerging sectors.

3. Delivering more and better-quality jobs

A core factor affecting productivity and outcomes for residents is the number and quality of jobs on offer. For every economically active resident, there are only 0.8 jobs. This has a significant impact on the balance of the local labour market: while the city has one of the highest qualified workforces in the UK, many workers commute out of the city to work. Attracting new investment and supporting small businesses to grow is therefore an important objective for the city, helping to build greater critical mass and deliver a stronger business and labour market 'ecosystem'. Sustainable business growth will help improve access to secure well-paid jobs for local people and help reduce levels of in-work poverty.

4. Increasing the supply of commercial space

The supply of commercial space is a major factor impacting on Brighton & Hove's growth potential. Demand for space is high and the city has some of the highest commercial values in the south east. Supply has been impacted by permitted development, and stalled developments are affecting the certainty of future pipeline. While the city has a growing number of SME workspaces there are specific constraints in the provision of grow-on space and larger footplate space. Securing more space, and of the 'right' type, is therefore an important priority.

5. Enhancing the productivity of our workforce

The number and quality of jobs in the city does not currently match the size and capabilities of our workforce, resulting in residents commuting out of the city for higher paid employment. In the short term, likely reductions in immigration levels have the potential to impact on the city's labour pool and on the work force sectors which currently have high levels of migrant labour e.g. hospitality and food and drink. More generally, it is important that the city's labour market is able to evolve to supply the skills needed by growing and nascent sectors, including engaging a broader spectrum of the population. The role of Further and Higher Education in providing access to apprenticeships is integral to addressing the current skills mismatch.

6. Improving housing supply and affordability

Reflecting both its attractiveness and natural environment, the city is one of the least affordable cities in the UK and faces considerable challenges in meeting its future housing supply requirements. A secure and inclusive pipeline of housing will be critical in ensuring future balance within the population and labour market. Failure to respond will result in challenges of social inclusion being compounded and in the ongoing 'hollowing out' of the city as a place which only the most prosperous can afford to live.

7. Improving community participation and inclusion

Despite comparative prosperity across the population, Brighton & Hove is one of the UK's most unequal cities in terms of income distribution. The city faces a number of inclusion challenges including: engagement and barriers to employment within certain groups and communities, access to housing, homelessness, health and personal wellbeing, and alcohol and substance abuse. New approaches are needed to ensure that these challenges are understood, and that a broader spectrum of the population is encouraged and able to participate, as new economic opportunities emerge in the future.

8. Improving accessibility and connectivity

There are a number of infrastructure and place-based challenges which have the potential to impact on the city's vitality and attractiveness. These include rail and road transport issues impacting on east to west movement, connectivity to Gatwick & London, and connectivity within and between the city's neighbourhoods. It is important to protect and grow natural capital/green infrastructure in terms of green spaces, water quality, street trees etc. Consultation has also highlighted a common perception that the identity of the city is being adversely impacted by weaknesses in the quality of the public realm and environment.

9. Increasing city resilience and security

The government's Industrial Strategy highlights a number of grand challenges for the UK including: ageing society, mobility, clean growth, and Artificial Intelligence (AI) and the data economy. The city already has a reputation as a forward-facing place and has committed time and resource to explore big challenges such as energy and water resilience, and sustainable transport. Further commitments and innovation will be required over the next five years as debates on city 'resilience' becomes embedded as 'mainstream'.

10. Increasing the capacity and resilience of partners and partnerships

The city benefits from a strong civil society and active and engaged communities. Given ongoing resource constraints, it is important that the value of this is maximised, with partners working together to share resources, generate critical mass and to eliminate duplication. Perhaps more than ever, it is imperative that partners are agile and able to respond in a proactive and flexible way. External links continue to be an important part of this. The government's Industrial Strategy and C2C's Strategic Economic Plan provide strategic parameters and are likely to guide external investment over the next five years. Perhaps most crucially, the City Region provides a strong platform via which to address some of the defining structural issues affecting the area.

Ultimately, our ability to respond proactively to these ten areas of challenge will play an important role in defining future economic success. Reflecting this, our understanding of each challenge has played a direct role in shaping this strategy.

The case for action: Securing a better economic future for Brighton & Hove



3. The case for action: Securing a better economic future for Brighton & Hove

While Brighton & Hove remains an outwardly prosperous and vibrant place, the challenges that the city faces have the potential to become the dominant socio-economic narrative if left unchecked and partners do not respond.

Many of the challenges facing the city have become deep-rooted and have not changed over the past decade. Failure to respond now will constrain the potential of the city to grow and to deliver the benefits of growth to its residents and communities.

Three outcomes of 'doing nothing' or 'business as usual' have been identified; these form the case for action for this strategy.

Brighton & Hove's competitive position

Impact of 'doing nothing'

Brighton & Hove's competitive position will continue to weaken, and growth potential will be constrained

The UK economic context is increasingly competitive. In the context of major infrastructure investments such as HS2 and the economic momentum potentially generated via metro mayors, Brighton & Hove will need to work ever harder to position itself economically. Analysis of Brighton & Hove's performance against a number of comparator locations in the south of England reinforces this point.

Generally speaking, in recent years the city has lost ground to cities such as Cambridge, Reading, Bristol, and Milton Keynes against a range of measures of economic vitality.

While the strong performance of Cambridge and Bristol is perhaps unsurprising, the rapid improvement of places such as Reading and Milton Keynes highlights the changing competitive economic environment in the south of England. All these locations are on an upward trajectory: Cambridge central to the competitiveness of the London Stansted Cambridge Corridor; Reading is benefitting from Crossrail; and Milton Keynes has successfully positioned itself at the heart of the 'future cities' agenda as part of its 2050 visioning.

Brighton & Hove is constrained by its 180 degree economic catchment, and by its comparatively weak access to the Midlands and the North. As a result, establishing a clear economic vision and identity which celebrates Brighton & Hove's distinctiveness and builds on the considerable assets and critical mass of the City Region will be important in supporting and sustaining future growth and competitiveness.

Failure to do so will continue to constrain the growth potential of the City and City Region, impacting on the vitality of the local economy and the prosperity and social outcomes of our residents.

Economic and social inclusion within the city

Impact of 'doing nothing'

Inequality will persist, and the city will become less balanced and diverse

The evidence clearly highlights the significant social inclusion barriers facing the city, including: under-employment, a scarcity of jobs and dominance of lower paid and less secure activities, economic and social exclusion within certain groups, housing affordability, high levels of homelessness, mental health and alcohol and drug abuse challenges, and isolation within some communities. Left unchecked, these barriers have the potential to increase in severity, running in direct contrast to the external reputation of the city as a diverse and open place.

The challenge of housing affordability presents a potentially more fundamental challenge both in terms of the city's ability to accommodate its residents, but also in terms of its comparative attractiveness to national and international migrants. Ultimately this has the potential to impact adversely on the ability of the city's businesses and sectors to find the employee that they need, but also on the overall demographic diversity, balance and identity of the city.

City resilience and sustainability

Impact of 'doing nothing'

The city will be less well positioned to adapt to and benefit from new technologies and ways of living and working

Cities have always been dynamic places and over the coming decades transformational changes can be expected in all aspects of city life including: how we work, the jobs that are on offer, how we move around our city, how information is shared, the homes and communities that we live in, our future food and energy security, and our overall environmental footprint.

While many of these changes will help to improve economic productivity and environmental resilience, they also introduce potential threats for our residents and communities. Examples include recent concern raised around the rise of exploitative working practices and contracts, and the impact of new personal transit and delivery services from a regulation and congestion perspective.

Given the swift pace of change within the 'future cities' agenda, a proactive and flexible approach to city governance is required to help to test out new approaches, to monitor impacts, and to respond where risks or threats emerge. The circular economy approach for example provides a real opportunity for the city in terms of nurturing local sectors, skills development and enterprise. It contributes to keep wealth local and prevents flows (materials, skills and investment) from going out of the city.

Responding to our challenges

This strategy responds directly to the case for action summarised above.

Our five strategic themes have been designed to enable us to take a proactive response to our ten growth challenges; our commitment to adopting bold and disruptive approaches cuts across our response.

The success of the strategy will ultimately be judged by the progress made in responding to each of these challenges over the next five years and beyond.

Responding to Our Growth Challenges	Strategic Themes				
	Growing City	Open City	Talented City	Fair City	Sustainable City
Economic Identity	Grey	Grey	White	Grey	Grey
Internationalisation	Grey	Grey	Grey	Grey	White
Supply of jobs	Grey	Grey	White	White	White
Commercial space supply	Grey	White	White	White	Grey
Labour market balance	White	White	Grey	Grey	Grey
Community inclusion	Grey	Grey	Grey	Grey	Grey
Housing supply	Grey	White	White	Grey	Grey
Connections & place	Grey	Grey	White	White	Grey
City resilience & security	Grey	White	White	Grey	Grey
Capacity & agility	Grey	Grey	Grey	Grey	Grey

Aligning with regional and national priorities

While responding directly to our local challenges, our strategy has been developed with regional and national growth aspirations in mind.

Coast to Capital's new Strategic Economic Plan (SEP) and future Local Industrial Strategy will play an important role in shaping the future positioning of the city and City Region within the UK. Each of the themes identified in the new SEP, along with the foundations and grand challenges identified in the national Industrial Strategy, have direct relevance to Brighton & Hove and the City Region.

We recognise that Coast to Capital and the UK government are key delivery partners for this strategy and are committed to working closely with both. By aligning with regional and national priorities, this strategy aims to help Brighton & Hove continue dialogue and collaboration with the LEP and government on matters of strategic importance. It demonstrates that the city is committed to working beyond its boundaries to secure a stronger, more inclusive and more resilient economic future.

Figure 2.1 Brighton & Hove Economic Strategy, Responding to LEP and UK Priorities



Source: Regeneris Consulting, 2018

A growing city



4. A growing city

Focus

Homes, business space, infrastructure for growth and the dynamism of our small business and innovation economy.

Purpose

Deliver the space, infrastructure and support needed to achieve balanced growth.

Unlock & accelerate the delivery of homes, commercial, and community infrastructure, and support the evolution of a better connected and sustainable small business economy.

Work with City Region partners to adopt a mutually beneficial strategy for development, growth and infrastructure delivery across the wider area.

Why is action needed?

The city's inclusive growth potential is being constrained by a number of factors, including:

- Housing affordability is consistently identified as the top priority for future action in both the city and the City Region; the city is the 4th least affordable city in the UK
- Constraints in the supply of commercial space in the city has been identified as a barrier to the creation of more jobs in the city: both in terms of grow-on space for businesses looking to scale their activities and large footplate space to attract investment from larger employers
- Complex land ownership and delivery challenges across site allocations have slowed down housing delivery, which is one of the reasons why our house prices are so unaffordable to local residents.
- Road and rail transport constraints limit the extent to which areas within Greater Brighton can legitimately be seen as part of a functional economic area; there are also challenges within the city in terms of local and community connections and accessibility
- Businesses themselves still sometimes struggle to access consistent support to enable them to grow and access new markets.

Combined, these factors are having a significant influence on the productivity and competitiveness of Brighton & Hove's economy; on the type of work available for our residents; and on day-to-day life experience.

Strategic alignment

Delivery under this theme has links with a number of the city's existing policies and strategies, including City Plan Parts 1 and 2, the Sustainable Communities Strategy and the Housing Strategy.

It also responds clearly to the productivity foundations of the government's Industrial Strategy, including the 'infrastructure' and 'business environment' foundations, and C2C's new SEP particularly priorities to Invest in Transport Infrastructure, Pioneer Innovation in Our Core Strengths, and Improve Digital Network Capability.

What are we trying to achieve?

The Growing City theme aims to fundamentally improve the City's underlying capacity and infrastructure for growth. It aims to respond to the city's defining challenges by increasing the delivery of housing and affordable homes. It seeks to increase the supply of commercial space to meet long-term demand, as well as supporting investment in local and strategic transport infrastructure and digital and energy infrastructure

to create a stronger commercial offer. It also aims to create the conditions to ensure that the city's SME economy continues to thrive and grow.

Collaboration across Greater Brighton

Close collaboration and partnership working across the City Region has a critical role to play in delivery. Strong cross boundary working will to be required to plan for and accommodate future growth. Planning strategies for housing, employment land, transport, digital and energy infrastructure are all best developed with City Region partners. Securing agreement on a shared strategy for long-term planning in the City Region will help develop a more compelling case for funding and investment from both government and the private sector.

Existing activities we will support and build on

There is already strong momentum locally to secure sustainable and inclusive growth. There are a range of existing activities which will be supported as part of the delivery of this strategy:

- The city is already engaging beyond its boundaries on strategic planning matters via the Greater Brighton Strategic Planning Board, Transport for the South-East and the Greater Brighton Economic Board. This includes a commitment to develop new City Region Water and Energy infrastructure plans as a key part of future planning for sustainable growth.
- From a housing growth perspective, the innovative Living Wage Joint Venture with Hyde Homes will see the delivery of 1,000 genuinely affordable homes. The city has also been successful in securing £15.2m funding from the government's Housing Infrastructure Fund to progress the delivery of the King Alfred housing development.
- The 5G Test Bed, Digital Catapult Brighton and Digital Exchange are well established and are unique assets. Planning and delivery is underway for the delivery of a number of new research, innovation assets in the city and City Region: including the Sussex Bio-Innovation Centre at the University of Sussex, the Central Research Laboratory at Preston Barracks, Sussex Innovation Brighton and the Advanced Engineering Centre at the University of Brighton.
- Alongside these innovation assets, the economy is benefitting from recent growth in the workspace sector, and from strong business networks and representation: including Brighton & Hove Economic Partnership (BHEP), the Chamber, Wired Sussex, Brilliant Brighton Business Improvement District and Visit Brighton. Coast to Capital's growth hub provides a portal and signposting for business support.

The Bevy: A local example of communities' investment in their local infrastructure and building community wealth

Based on the Moulsecoomb and Bevendean estates in Brighton, the Bevendean Community Pub, better known today as 'The Bevy', was reopened by local campaigners who saw beyond its previous bad reputation when it was closed down by the police.

With investment from 700 local people, The Bevy is now a popular community owned pub, helping improve the lives of local people. The Bevy prioritises provision of healthy, accessibly priced food in an area in the top 5% of deprivation in the country.

Improvements to the outside space it safe for families and has transformed the once unused space into a vibrant community hub.

New and disruptive approaches to explore

Priority Action 2 – PA2: Unlock stalled development sites through investment partnerships with Government and regional partners

New delivery partnerships with Government and regional partners tasked with accelerating the delivery of housing and commercial space across the City Region. Specific focus would be placed on: targeting stalled sites, identifying and parcelling-up smaller sites within the city and City Region which can accommodate growth, and exploring potential. Improve commercial supply through the identification of new sites and improvement and intensification of existing sites. These partnerships would have the necessary remit to intervene directly where needed. This should also include the development of a business case for a dedicated revolving infrastructure fund for the delivery of housing to support regeneration and economic growth building on the Housing Infrastructure Fund.

Supporting actions

GC1. Continue to innovate in affordable housing delivery

GC2. Prioritise the delivery of New England House and Longley Creative Tech Growth Centre

GC3. Maximise the value of our research and innovation assets and unlocking the economic growth potential of these

GC4. Rollout of ultrafast broadband and a 5G network and supporting digital infrastructure

GC5. Investment in transport infrastructure across the City Region and local active travel

Further detail on these ideas is provided in Appendix A

Priority Action 2 will achieve the following outcomes:

Increased delivery of affordable homes; Brighton & Hove recognised as a leader in housing delivery innovation

Brighton & Hove recognised as one of the UK's best-connected cities

A transport network with greater capacity, which enables stronger links across the City Region and which is more resilient and reliable

Expanded and refurbish space for small business and creative enterprise

New pilots developed and delivered to respond to city challenges

Ongoing growth and innovation enabled within the business community

An open city



5. An open city

Focus

Business investment, a thriving visitor, retail, leisure & culture offer, better places.

Purpose

Reposition and promote Brighton as the most distinctive city in the UK.

Capitalise upon and strengthen Brighton & Hove's identity and reputation for creativity, openness, and spirit, to attract investors and visitors alike.

Protect and enhance the city's retail, leisure and cultural distinctiveness, and improve the quality of the environment to ensure that the experience of residents, visitors and investors matches and exceeds expectations.

Why is action needed?

While Brighton & Hove has long been recognised for its sense of spirit and openness, challenges have been identified in the consistency of messaging, and in the quality of the built environment:

- While Brighton & Hove's buzz / vibrancy / openness are still perceived as a differentiator among competitors for investment, the city lacks a clear and credible identity as a business location. Inward investment into the city in the last five years has been limited
- The city's cultural and visitor offer remains a core foundation of the economy, but is affected by increasing competition and by seasonal variations
- Partners suggest weaknesses in the quality of the built environment and public realm are impacting negatively on first impressions of the city.

Strategic alignment

Delivery under this theme has links to the city's existing policies and strategies including: the City Region Inward Investment and Trade Strategy, the City Visitor Economy Strategy, and the City Cultural Framework.

It also responds clearly to the government's Industrial Strategy, including the 'business environment' and 'places' foundations and the C2C particularly the priorities to Build a Strong National and International Identity, Develop Business Infrastructure and Support, and to deliver prosperous Urban Centres.

What are we trying to achieve?

The Open City theme aims to enhance the identity of Brighton & Hove and the City Region as a place which is open and welcoming: be it for residents, businesses, investors or visitors.

The theme responds directly to some of our defining challenges, including our overall identity from a visitor and investor perspective, create economic growth through increased investment, support greater community inclusion through the creation of opportunities and enhance the quality of the built environment.

Success will ultimately be judged on the ability of the area to compete within a strongly competitive UK investment environment and on the ongoing evolution and modernisation of the local visitor economy. In quantitative terms, this will mean the creation of new and more diverse jobs, and the delivery of a more productive economy.

Collaboration across Greater Brighton

Close collaboration between City Region partners is a pre-requisite on matters of inward investment, branding and identity to ensure consistency of messaging and ensure that the benefits of this 'critical mass' are unlocked and shared.

The City Region offers opportunities to collaborate on a visitor economy, developing a Brighton plus offer which brings value to the wider area.

Existing activities we will support and build on

While recent proactive inward investment activity has been limited, a number of partners currently act as conduits for inward investment enquiries: including the city council, BHEP and Wired Sussex.

Reflecting the size and historic importance of Brighton & Hove's visitor economy, there is considerable existing activity and momentum to build on. This includes recent investment in the city's visitor assets e.g. development of the i360 the ongoing restoration of the Royal Pavilion and crowdfunding for the Madeira Terraces. There is good engagement across the sector, with Visit Brighton performing an important central coordination, information and branding function.

Planning is ongoing regarding the proposed redevelopment of the Brighton Centre and Churchill Square which has the potential to see the delivery of an expanded retail offer and modern conference facility.

The Brilliant Brighton Business Improvement District BID which pools funding from over 500 city centre businesses plays an important role in the management and promotion of the city centre albeit constrained by relatively limited resource.

New and disruptive approaches to explore

The City Region Inward Investment Strategy, the Brighton & Hove Cultural Framework and the Brighton & Hove Visitor Economy Strategy provide a strong platform from which to build a consistent, more welcoming and competitive offer for visitor, investors and residents.

Initial areas for action are introduced below, with further detail provided in Appendix A.

Priority Action 3 – PA3: City Region Trade & Invest Team

Use the city's international connectivity to drive new investment and economic growth. Establish a new team with dedicated resource acting as a gateway to trade and investment information, enquiries and support.

Supporting actions

OC1: Support for growth: ensuring a supportive environment for home-workers, start-ups and high growth businesses

OC2: Building on the research and innovation assets in the city to explore innovation in the retail sector

OC3: Development of Consistent Branding and Messaging for Brighton & Hove and the City Region, and a Clear Strategy to Enhance the Brighton & Hove experience

OC4: Delivery of the new Brighton & Hove Visitor Economy Strategy and Cultural Framework

OC5: Take forward a new approach to trade, inward investment and city marketing

Priority Action 3 will achieve the following outcomes:

Creation of jobs and value

A more attractive and distinctive city centre environment which is easier to navigate, and which lives up to the expectations of visitors and residents

A resilient and growing visitor economy

A clear and agreed identity for the city and City Region covering inward investment, tourism and culture

Greater understanding of needs of businesses with growth potential and how they can be supported

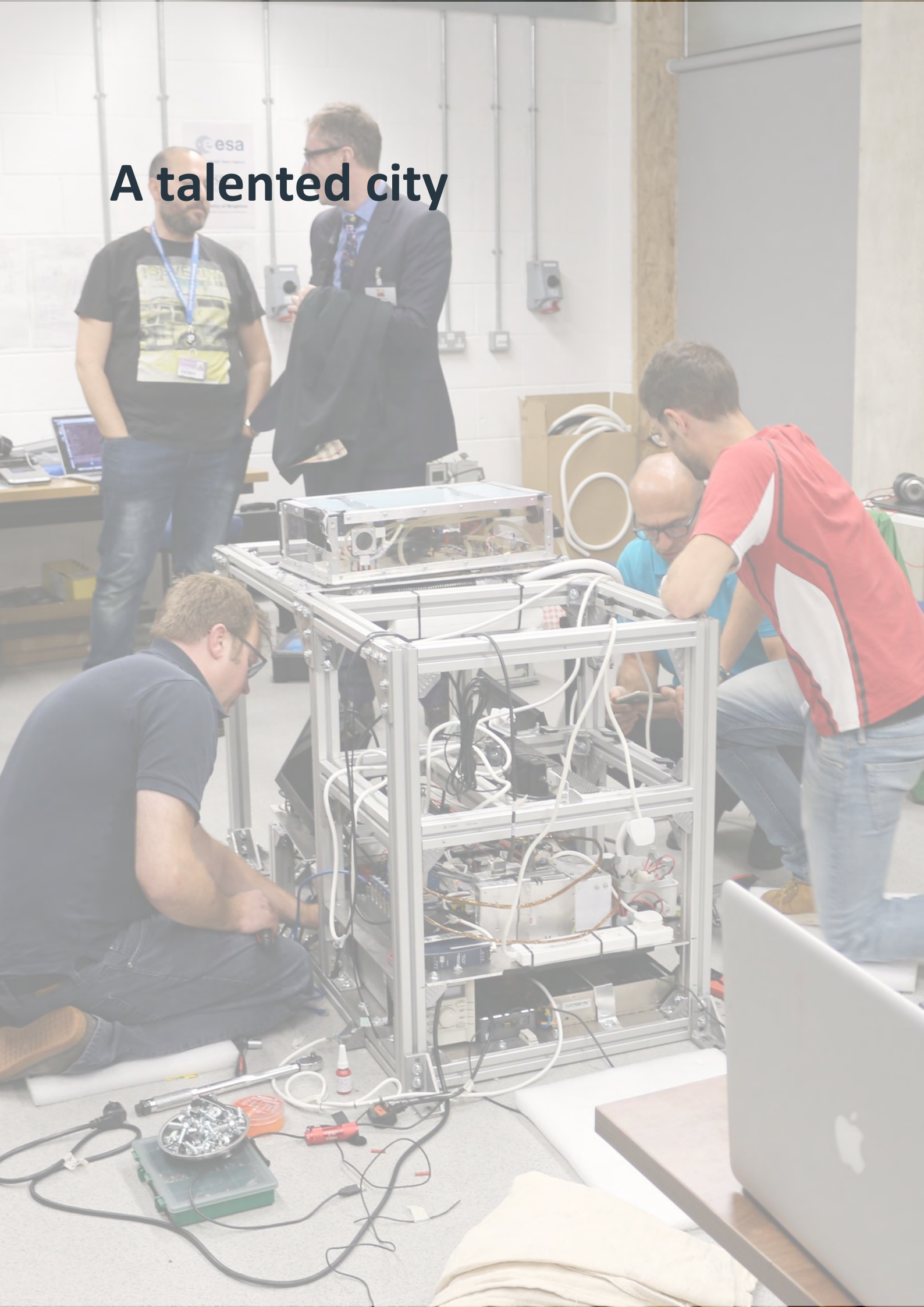
Brighton & Hove's reputation as a leader in disruptive and innovative technology enhanced

In the long run, benefits for retailers in developing new models to counter growing online trade

Brighton & Hove's reputation for culture protected and enhanced with capacity unlocked by cultural partners working together in a more coherent and efficient way

New forms of ownership supported, e.g. Community Interest Companies, Community Businesses, Co-operatives, Mutual Societies, Community Land Trusts and Social Enterprises

A talented city



6. A talented city

Focus

Economic participation across all life stages delivering greater labour market productivity and inclusion.

Purpose

Recognise the integral role that skills and the labour market has to play in driving economic productivity and inclusive growth outcomes.

Capitalise on Brighton's pool of talented labour by ensuring that all residents have the competencies that they need to access employment, to progress in work, and to build careers at any point in their lives.

Deliver a balanced approach which reflects the diverse and changing workforce requirements across the economy, helping to develop a workforce closely matched to the city and City Region's future needs.

Why is action needed?

The UK Industrial Strategy highlights the integral role that a well-balanced and effectively functioning labour market has to play in supporting economic productivity.

While Brighton & Hove benefits from access to a large pool of highly skilled labour, there is evidence of inefficiencies within the labour market which are impacting on both the productivity of the city and levels of inclusion. These include:

- Evidence of underemployment amongst those working in the city, as a result of a mismatch between the number and quality of jobs in the city, and the capabilities of the workforce
- Challenges in supporting certain labour market groups to engage / find suitable opportunities, including: migrants with low levels of English Language proficiency, Black Asian, Minority, Ethnic (BAME) groups, particularly women, disabled people and those with long term health conditions, well-skilled female returners and older people
- A specific challenge around university graduates staying on in the city but outside employment which matches their skills sets
- High levels of out commuting from the city, particularly of higher-skilled residents, resulting in dependence on a well-functioning transport service.
- Evidence of long-term exclusion within certain segments of population
- Potential labour market impact of Brexit, with certain sectors (hospitality, food and drink, construction, financial and professional service sectors) disproportionately reliant on migrant labour
- The ongoing trend of population ageing across the UK impacting on the absolute size of the labour market. 'Ageing well' (including ensuring the ageing population is able to lead fuller and longer working lives) is an increasingly important policy priority across the UK

Put simply, the importance of an efficiently and effectively functioning labour market, which maximises its latent potential and capacity, is now more important for the city than ever before.

Strategic alignment

This theme aligns with the City Employment and Skills Strategy 2016 as well as to the 'people' foundation within the government's Industrial Strategy. It also builds on the Department of Education's Careers Strategy published in December 2017, which aims to increase participation through impartial careers advice, clear progression routes, and supporting people to manage their careers proactively throughout their working lives.

There is also close alignment with the C2C SEP's priority to Create a Workforce with Skills for the Future.

More generally, the theme responds to a need to put partnerships in place to respond to future changes in skills funding, particularly a potential devolution of budgets in the future.

What are we trying to achieve?

We want to explore new approaches to addressing our labour market constraints, to support our aspirations to increase productivity, tackle inequality and facilitate social mobility.

The Talented City theme responds directly to a number of the city's defining challenges: including the need to better balance the workforce to the demands of an evolving economy; the need to support residents of all ages and backgrounds to participate economically, the delivery of community inclusion outcomes; and ultimately, the evolution of the city as a more prosperous productive and equitable place.

In practical terms, success will be judged in terms of the extent to which the labour market supplies the workforce needed by an evolving and adapting economy i.e. ability of local firms to recruit the labour they need, and by the extent to which residents of all ages and backgrounds have the ability to access opportunities and progress in careers (overall skills and participation levels within the labour market).

Over the long term, the overall productivity of the city, and distribution of prosperity across the population, will be the core measures of success.

Collaboration across Greater Brighton

A Greater Brighton approach to skills and career development enables critical mass and collaboration. It also increases the range of careers, employers and providers included within a new approach.

Working together to strengthen progression and to expand the options available to local people is important. Creating strong foundations, taking a long-term approach to career and workforce development will be critical in leveraging more value from our learning assets and ultimately increasing levels of productivity across the region. The potential creation of a City Region Skills & Employment Board (see below) would support this.

Existing activities we will support and build on

City stakeholders continue to collaborate to develop employment and learning pathways which support greater inclusion and productivity within the labour market.

The 2016-2020 City Employment and Skills Plan includes a number of projects which remain relevant. Its priorities will be reviewed to reflect and respond to the updated evidence base provided to support this strategy.

The city and City Region benefit from a strong network of Independent Training Providers, (incl. the Sussex Council of Training Providers). The formation of Greater Brighton Metropolitan College (GBMET) which has a City Region wide reach and the forthcoming development of its new campus are important milestones and enablers of an enhanced offer. The city is also home to two established universities with a diverse Higher Education offer. Combined, these assets offer a broad educational and vocational continuum.

There is also alignment with Brighton & Hove's refreshed Health and Wellbeing Strategy, which is structured around the themes of Start Well, Live Well, Age Well, and Die Well.

More generally, the city has a strong civil society offer which provides a platform to make learning and employment opportunities more accessible to our communities, particularly the most vulnerable.

New and disruptive approaches to explore

The delivery of career progression, qualifications and work readiness sits at the heart of both a city and Greater Brighton response to increasing productivity and prosperity.

A collaborative approach will be required, which makes the most of the strong landscape of provision across the city and City Region, from HE to FE and schools. This will mean stronger partnership working between the variety of partners such as those represented by the Sussex Council of Training Providers and Sussex Learning Network. Perhaps most importantly, the response must be employer focused, to ensure that new approaches fully reflect the emerging needs of the city and City Region’s businesses.

Greater Brighton MET has a particularly important role to play in delivery given its broad footprint and reach both within the city and across the City Region, and given the breadth of its engagement with local labour markets covering both FE and HE, and covering people of all ages, backgrounds and skills levels. The college has been an active contributor to the development of this strategy and acknowledges that it has a significant role to play in delivery against our Talented City objectives.

Above all else, the response must be dynamic and responsive to ongoing change in the UK skills landscape. This will include implementation of the Technical Education Reforms and the introduction of T Levels (a new 2-year, level 3 technical study programme which includes a qualification, practical skills and knowledge specific to an industry or occupation) which will transform post 16 education. In partnership with our Adult Education Providers we will also need to be ready to respond to the National Retraining Scheme and the potential devolution of the Adult Education Budget.

Increasing the take up of Apprenticeships, Higher Apprenticeships and Degree Apprenticeships will require close and ongoing collaboration between education institutions and businesses to address the particular challenges that exist in planning the future skill needs of Small and Medium Enterprises and dynamic industry sectors such as Creative Digital & IT where the pace of technological change does not align well with the time needed to develop and deliver a relevant curriculum response.

Priority Action 4 – PA4: A City Skills for Productivity Commission

Comprised of employer and provider representatives, the Productivity Commission will have a remit to examine the employment and skills provision landscape across the city to explore the links between this and current and future labour market productivity and inclusion. This has been suggested by partners (via the consultation for this strategy) as a long-term mechanism for bringing together providers and employers in a strategic partnership to enable a more dynamic and proactive response to shaping future education and skills provision. An initial focus would be on engaging with sectors reliant on migrant labour to better understand recruitment and skills needs as these evolve over the next five years. While it makes sense for this group to focus on the City geography, it should align closely with the proposed LEP wide Employment and Skills Board / Skills Advisory Sub-Group.

Supporting actions

TC1. Working with C2C and partners to develop digital skills

TC2. Enhanced employer engagement to inform careers and enterprise education, and apprenticeship opportunities

TC3. Paid graduate placements, internships and apprenticeships

TC4. In-work development and progression

TC5. Support for those furthest from the labour market

TC6. Delivery of the Greater Brighton MET Pelham Street Creative Campus

Initial areas for action are introduced below, with further detail provided in Appendix A.

Priority Action 4 will lead to the following outcomes:

Stronger employment outcomes for Brighton & Hove residents, graduates and apprentices, contributing to a more productive workforce and economy

Better in-work progression for the city's residents, resulting in a more dynamic and less transient local labour market and increased prosperity for individuals

Increased activity around support programmes for large companies and SMEs in key sectors

Stronger digital skills across the labour market in line with employer demand

An increase in Apprenticeship opportunities

A more dynamic local labour market, with residents of all ages benefitting from a better understanding of opportunities

Increased understanding of the challenges facing those furthest from the labour market and delivery of bespoke responses to engage these individuals

A fair city



A fair city

Focus

Economic and social inclusion, health, civic pride and business and community responsibility.

Purpose

Ensure that Brighton & Hove becomes a more equal city, with the benefits of growth reinvested to support greater levels of inclusion.

Focus on narrowing the gap between and within our communities and on engaging proactively with the most marginalised groups; developing new projects to ensure economic, social and environmental resilience across the city.

Why is action needed?

While our city remains a comparatively prosperous place, the 2016 City Fairness Commission told us that success masks – considerable and significant issues related to poverty, inequality and fairness for many of its residents.

The fundamental issues we face have remained unchanged for the last 20 years:

- Brighton & Hove is ranked as the 4th most unequal city to live in the UK according to Centre for Cities
- Access to housing and affordable housing remains a severe challenge
- Persistent and diverse issues of poverty, homelessness, mental health, and drug and alcohol dependency remain as issues for the city and its local communities.

This, however, is countered by strong participation in the civil society sector and a general acknowledgement that many in Brighton share an empathetic and ethical ethos. Building on this platform, and galvanising local businesses and the wider economy to deliver enhanced local economic and social value has an important role to play in delivering a fairer city.

Social value is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits to society and the economy, whilst minimising damage to the environment. Social value ranges from the tangible such as jobs for the long-term unemployed to softer benefits such as engagement with communities or groups who might otherwise feel unengaged. It is about taking a systemic approach to social value that is sustainable, such as the civil society sector, charities and social enterprises which generally have elements of social value at their core.

Strategic alignment

Delivery under this theme acknowledges and builds on the findings of the Brighton & Hove Fairness Commission. It has links to a number of the city's existing policies and strategies, including the Sustainable Communities Strategy, the Housing Strategy and the Collaboration Framework. It also aligns with the emerging Spark: 2030 Strategy and Health and Wellbeing Strategy, as well as responding to the 'people' foundation within the government's Industrial Strategy.

What are we trying to achieve?

A Fair City aims to support the city's evolution as an inclusive and responsible place and, in doing so cuts across many of our defining challenges. The theme aims to reduce poverty and improve prosperity across all our residents, supporting the evolution of the city as a more productive and sustainable economy.

Success will be judged principally in terms of economic participation and social wellbeing of individuals and their communities: in terms of tangible improvements in skills, employment, income, health and happiness, and life satisfaction. This requires partners to understand the intrinsic links that exist between economic, environmental and social value.

It will also be judged in terms of the strength of the city's identity as a 'fair' place, with businesses, the public sector and civil society working together to embed socially and environmentally responsible practices within their ways of working and the degree to which the economic strategy and action plan has enabled and supported opportunities for community wealth building.

Community wealth building

If traditional economic development is about attracting industry to a locality, building wealth is instead about using under-utilised local assets to make a community more vibrant. It's about developing assets in such a way that the wealth stays local so that it helps families and communities control their own economic destiny.

Collaboration across Greater Brighton

Many of the issues of 'fairness' are specific to Brighton & Hove. That said, we will commit to collect evidence and reflect on best practice to share with City Region partners. Existing cross boundary relationships and partnership working for example Community Works linking into Adur and Worthing will help to enable this in the first instance.

Certain projects and mechanisms e.g. crowdfunding platforms could be extended where these meet a need across the wider area.

Where we seek to innovate and test new solutions in food and energy security, we will recognise the strength of our partner authorities in horticulture and green energy particularly solar to gain insight and develop new partnerships.

Existing activities we will support and build on

The 2016 Fairness Commission provides a strong basis on which to build with a clear set of recommendations based on a detailed process of consultation and research.

Brighton & Hove's civil society sector provides a strong platform to build on: past research has found that the city has the second largest community and voluntary sector nationally.

Through Community Works, there have been numerous successful community-led projects which have increased participation and addressed exclusion. These include the Roots projects linking over 50s to the labour market and the Casserole Club tackling isolation. More generally, the city is a WHO Age Friendly City, plus a good number of housing cooperatives have developed in the city.

Brighton & Hove's Food Poverty Action Plan also innovates, supporting pro-active and preventative measures to ensure that people in, or in danger of food poverty can access healthy food.

Recent years have seen a number of initiatives which have sought to embed 'fairness' and responsible business principles across the city. These include the Living Wage Campaign led by the Brighton & Hove Chamber in partnership with the City Council and Unison, and the activities of SE-Assist in providing funding for social enterprises.

New and disruptive approaches to explore

Success will be dependent upon us providing greater certainty and capacity within our community and civil society sectors. We will also need to give citizens the ability to have greater control in developing innovative

solutions to address challenges in their community and the city as a whole, such as inclusive growth in the city.

Again, this will need new behaviours and partnerships. It will however, also recognise that innovation doesn't need to be costly or technological and that new partnerships, better communication and simpler practice can also be distinctive, disruptive and a driver of change.

It is important that this strategy builds on the findings of the Fairness Commission. This included a number of recommendations which have particular resonance to the objective of a fair economy:

- **Investment in asset-based community development** needs to be strengthened and developed to respond to the desire for self-sufficiency by residents and community groups coupled with volunteering infrastructure and support so that people can participate.
- **Embed social value in all public-sector procurement** and support the Civil Society Sector to be part of the market place in providing levers that incentivise a vibrant not-for-profit sector.

Priority Action 5 – PA5: Developing long-term community capacity and citizen leadership

Develop long-term community capacity and leadership to enable community wealth building, including: local procurement models to be rolled-out across other institutions such as anchor organisations – hospitals, schools etc, encourage community ownership of assets as a route to community wealth building. Promoting wider take-up of the Brighton Living Wage to encourage and support sustainable employment. Explore projects which provide a real opportunity for the city to nurture local sectors, skills development and enterprise. It will involve promoting and supporting sustainable business practices including adoption of the Brighton Living Wage, investment in training and a reduction in exploitative working practices and contracts.

Supporting actions

FC1: Supporting neighbourhood planning

FC2: Exploring new preventative health projects to increase participation

FC3: Exploring innovation in food security

FC4: Encouraging responsible and sustainable business practices

Initial areas for action are introduced below, with further detail provided in Appendix A.

Priority Action 5 will lead to the following outcomes

Ensuring fairness at work, resulting in a better paid and more financially secure workforce and a reduction in reliance on in-work benefits

Reduction in gap in the employment rate between specific groups and the overall employment rate

Development and adoption of strong Neighbourhood Plans

Genuine strengthening of community cohesion and participation

More businesses signing up to responsible social & environmental practices

Improved health and wellbeing outcomes

Improved outcomes for the most deprived groups

A sustainable city



A sustainable city

Focus

A circular and sustainable economy, business and community engagement in achieving city resilience.

Purpose

Develop a more circular, sustainable and resilient economy that looks towards the future

Focus on building a strong, sustainable economy geared towards developing solutions to the big challenges of our time in order to protect and enhance the health and wellbeing of its residents and act as a leader in developing a robust response to climate change.

Why is action needed?

The city already has a reputation as a forward-facing and innovative place and has committed time and resource to explore big challenges such as energy and water resilience, and sustainable modes of transport. Further commitments and innovation will be required over the next five years as debates on city 'resilience' and 'future proofing' become embedded as 'mainstream'.

The quality of Brighton & Hove's physical environment is one of its greatest strengths, as recognised by the UNESCO World Biosphere designation - 'The Living Coast'. We need to build on the breadth of the ambition and activity already happening at a local level to ensure we future-proof the city, make it less vulnerable to extreme weather events and protect the quality of its environment.

According to WRAP, 'A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life'. For further information is provided on WRAP's website: <http://www.wrap.org.uk/about-us/about/wrap-and-circular-economy>.

Globally cities are rethinking their current economic models and shifting towards a circular economy for supporting sustainable economic growth.

This strategy provides an opportunity for the city to link to the United Nation's Sustainable Development Goals (SDGs)¹.

Strategic alignment

Delivery under this theme has links to the city's existing policies and strategies including: Biosphere Management Strategy, Brighton & Hove City Council's Corporate Plan; Brighton & Hove Sustainable Community Strategy, Brighton & Hove Sustainable Procurement Policy and Single Use Plastics policy, the C2C Strategic Economic Plan particularly Priority 3: Invest in sustainable growth and Priority 6: Promote better transport and mobility.

It also responds clearly to the government's Industrial Strategy, which highlights a number of major challenges facing the UK which include the future of mobility and the need for clean growth.

What are we trying to achieve?

We want to build upon existing activities and explore new opportunities to collaborate and strengthen the city's circular and sustainable economy. A circular economy delivers economic benefits such as employment

¹ Sustainable Development Goals (SDGs) are a collection of 17 global goals set by the United Nations and cover social and economic development issues. For further information visit: <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

creation and increased materials productivity. The creation of the right skills base is also important to support sustainable growth.

The Sustainable City theme will need to respond to a number of the city's key environmental challenges: including energy efficiency, waste reduction, low and zero carbon energy generation, sustainable transport, sustainable jobs and the use of sustainable materials and, ultimately, to better balance the demands of an evolving economy within the limits of our environment.

Success will be judged in terms of the strength of the city's identity as having a 'circular' and 'sustainable' economy with businesses and residents alike taking responsibility and working together to embed sustainability within their activities.

Over the long term, the overall resilience and future-proofing of the city, its environment, natural capital, and economy, will be the core measure of success.

Becoming a more circular city will be a significant contribution towards local delivery of the SDGs².

Amsterdam Smart City: Amsterdam is using large-scale data collection in a wide range of areas to analyse current practice and improve systems

The aim of the Amsterdam Smart City initiative is sustainable economic growth, efficient use of natural resources and a high quality of life. It is a unique partnership between businesses, authorities, research institutions and the people of Amsterdam meaning that the city's residents have a central role in all projects and initiatives.

Amsterdam is aiming to be a circular city by 2050 and its ambitions are shown here:

<https://www.amsterdam.nl/bestuur-organisatie/organisatie/ruimte-economie/ruimte-duurzaamheid/making-amsterdam/circular-economy/report-circular/>. On page 9 of the report:

"Amsterdam wants to be the front-runner in circularity, and the Amsterdam region is in a good starting position for transitioning to a circular economy. The region has many entrepreneurial and innovative businesses, citizens, start-ups, organisations and knowledge institutions that are already working within the framework of a circular economy."

Collaboration across Greater Brighton

Close collaboration and partnership working across the city and City Region has a critical role to play in delivery and there is considerable existing activity and momentum locally, as exemplified below, to build on.

Rampion Wind Farm is the first offshore wind farm off the south coast of England and Rampion has helped support the city and City Region economy through the use of local suppliers and will continue to do so. Electricity from the windfarm comes ashore at Lancing, connects to the national grid at Bolney and the operations and maintenance base located at Newhaven Port. Rampion will generate enough power to supply the equivalent of almost 350,000 UK homes each year and avoid the emission of almost 600,000 tonnes¹ CO₂ per year (587,000 tonnes).

The Green Growth Platform at the University of Brighton encourages responsible and 'green' business practices. The Platform provides its members with business support, events, grants and R&D support and, in early 2019, will be leading a new £3.5m 'clean growth' network project in partnership with Liverpool John

² Details of the link between the SDGs and the circular economy can be found in "The Relevance of Circular Economy Practices to the Sustainable Development Goals" by Patrick Schroeder, Kartika Anggraeni and Uwe Weber in Journal of Industrial Ecology

Moore's University and the University of Portsmouth. Clean Growth UK's mission is to help businesses transform innovative ideas to tackle climate change into commercialised products and services.

Newhaven has a growing and diverse economy with an emerging specialism in innovative, high-value growth sectors including offshore wind and marine engineering. It is increasingly recognised as a centre for clean, green and marine technologies particularly with Newhaven Port being the base for the Rampion offshore wind farm, the investment in Veolia's Energy Recovery Facility and the University Technical College specialising in marine and environmental engineering. The Newhaven Enterprise Zone will build upon this and provide fantastic opportunities for rapidly expanding businesses across a number of sectors including, research and development, manufacturing and creative industries. Over the next 25 years, the Enterprise Zone will create around 55,000m² of new commercial floor space and refurbish a further 15,000m² of existing commercial floor space. It is expected to create and sustain around 2,000 jobs.

The Circular Brighton & Hove (CBH) initiative is a multi-stakeholder network of individuals, SME's, universities, faith groups, third sector and companies with diverse set of skills, experience and contacts in local government, business, academia and society, living in the Greater Brighton area. The CBH is united by a common belief that a Circular Economy can have a positive impact not only on the environment but also on our society (e.g. reducing poverty, strengthening communities) and economy (e.g. increasing resilience and supporting SMEs).

The Greater Brighton Economic Board has commissioned an Energy Plan and a Water Plan for the City Region. This will identify innovative projects, develop energy and water infrastructure in a sustainable way and facilitate partnership working and collaboration for supporting the future resilience of the region. It will achieve greater energy and water security for residents and businesses across the region.

Existing activities we will support and build on

Brighton & Hove City Council is committed to supporting the local environment and is lead partner for the UNESCO World Biosphere programme, 'The Living Coast' that serves as an international demonstration area for sustainable development. The Living Coast programme facilitates partners from across the region to promote a positive future that better connects people and nature. The programme supports partnership working and community engagement across a diverse range of projects that aim to address some of the local environmental challenges the region faces whilst having a positive impact on local residents, communities and businesses. The partnership also engages in bidding for external funding support where possible to deliver improvements. We want to scale up the size and impact of such projects by applying them more widely, supported by new policy development, major funding bids, and increased collaboration between the public, private and voluntary sectors.

The City Sustainability Action Plan set a framework upon which we continue to build upon. It had a clear set of actions and initiatives that supported sustainability, including:

- Making buildings more energy efficient and delivering energy with renewable technologies;
- Using water more efficiently in buildings and in the products we buy;
- Using sustainable products that have a lower embodied energy;
- Encouraging low carbon modes of transport to reduce emissions.

We want to explore the potential to build on the platform provided by the University of Brighton's Green Growth Platform, to establish the city and City Region as a platform for green growth. Work with businesses to develop new support programmes and incentives which encourage and accelerate take-up of new behaviours and ways of doing business.

Through the University of Brighton there have been many other successful projects which have promoted the concept of a circular economy. The Brighton Waste House is Europe's first permanent public building made almost totally from waste materials and is an EPC 'A' rated low energy building. It investigated the concept of a circular economy in waste and the built environment, by constructing a contemporary, low energy building using over 85% waste materials from household and construction sites.

Recent years have seen a number of initiatives which embed 'sustainability' across the city. These include the Brighton Energy Coop which is based on the concept of community-owned renewable energy. The Coop has over 350 members and many large solar PV systems have been constructed by raising around £1.5 million. The money raised from selling the electricity is invested back into the Coop's community fund and interest is paid to its members.

There is an extensive network of public sector buildings across the city, many of which would benefit from the installation of onsite energy efficiency and/or renewable energy generation technologies. Brighton & Hove City Council is working to install solar panels onto a selection of their own buildings in 2019 and will continue to explore other ways of reducing the public sector's energy spend thereafter.

We want to work to create the right set of skills within the labour market to support sustainable growth, which is addressed in Chapter Six, 'A Talented City'. The comparative mismatch between the type of jobs on offer in the city and the capabilities of the workforce provides a challenge in terms of economic containment and vitality.

New and disruptive approaches to explore

Priority Action 6 – PA6: Promote the development of a circular and sustainable economy to minimise waste and pollution by reducing, reusing and recycling

Exploring circular economy and sustainability projects which provide a real opportunity for the city to nurture local sectors, skills development and enterprise and contribute to keeping wealth local and prevent flows (materials, skills and investment) from going out of the city at the same time as reducing waste. This priority will build city resilience and security and will involve promoting and supporting sustainable business practices including the supporting actions below.

Supporting actions

SCI: Create a Circular Economy Framework, incorporating SDGs, to 2035 for priority sectors for the Brighton & Hove City Region

SC2: Establish Brighton & Hove as the UK's Electric Vehicle test bed

SC3: Building infrastructure, water and energy, and environmental resilience, including installing solar panels onto public buildings

SC4: Support low-carbon growth and innovation through knowledge transfer from our universities

SC5: Encourage businesses to support sustainable business practices including the development of a single-use plastics (SUPs) policy

Priority Action 6 will lead to the following outcomes:

Brighton & Hove recognised as a leading Circular Economy city

New pilots developed and delivered to respond to sustainability challenges

Brighton & Hove recognised as the UK's Electric Vehicle capital

Longer term outcomes relating to water and energy affordability and security, and the productivity and protection of rural and natural landscapes

Adoption of more sustainable and responsible ways of doing business across the city

Environmental burden of a growing economy mitigated and minimised

Delivering the strategy



Delivering the strategy

The delivery of this strategy will require collective action and partnership working across the city. It will need to draw on the capacity and expertise of a range of partners across the public and private sectors and civil society. Importantly, time and consideration are needed to make sure institutions and partnerships are streamlined and focussed on the defining challenges the city faces.

Delivery will also require resources. While in some cases, this may be drawn from existing sources and capacity, in other cases it will require a reorganisation of activities, or new funding or investment to be sought.

Pragmatism will be needed regarding the geographic influence of the strategy. Put simply, while certain outcomes can be achieved via direct local action, others will require broader support; be it City Region partnership working or lobbying of government for powers or commitments.

Six principles will underpin the delivery of this strategy:

Principles for delivery

1. Commitment

A shared commitment to addressing the challenges outlined within this strategy

2. Collaboration

Build on the work of existing partners and partnerships, broker new relationships, and work across new areas to enable dynamic responses

3. Capacity building

Ensure the value of the considerable resource and commitment that exists locally within the city's large civil society sector is maximised

4. Empowering individuals

Build on the high-level engagement of residents and businesses to encourage debate, participation and responsibility on social, economic, environmental and ethical issues

5. Innovation

In the context of funding and resource constraints, innovation has an important role to play in the delivery of this strategy, both in terms of funding mechanisms and delivery processes

6. Agility

Continually review delivery mechanisms and ways of working to ensure that the city remains agile and dynamic in responding to changing needs

Roles and responsibilities

Brighton & Hove is already home to a range of organisations which have the capacity, commitment and expertise to take a lead in aspects of delivery. Potential roles and responsibilities for these organisations are outlined overleaf.

In addition, the strategy recommends the creation of a number of new or refined organisations and partnerships with very specific functions and remits.

New and Enhanced Partnerships and Delivery Models Proposed within this Strategy

- **A Civic Innovation Demonstrator:** to support discussions, the evolution of the city, and greater engagement of partners and all communities in the future of the city's economy
 - **A City Region Trade & Invest Team:** centralised and specialist resource with a remit to secure new investment and support trade
 - **Investment Partnerships:** new delivery partnerships with Government and regional partners tasked with accelerating the delivery of housing and commercial space across the City Region
 - **A City Skills for Productivity Commission:** tasked with developing new approaches to enhancing labour market productivity
-

It is important that delivery mechanisms and capacity across the city and City Region are continually mapped and evaluated. This will help to ensure coherency and efficiency and to mitigate against the risk of duplication and scope 'drift'.



Resources to support delivery

Delivery of the ideas in this report will need to draw on resources from a range of organisations.

Some of the actions lie within the direct remit of identified partners and can be delivered by leveraging value from the refocusing of existing activity or via strengthened partnership working. Other projects are likely to require the allocation of new funding to proceed.

Exploring innovative funding models to support disruption and inclusive growth

Recent research by the Joseph Rowntree Foundation (JRF) has highlighted the need for cities such as Brighton & Hove to explore new funding mechanisms to address social inclusion challenges in the context of ever greater financial and resource constraints.

JRF identify a number of mechanisms to be explored including: local taxes and fees, partnerships with financial intermediaries, leverage of funding via asset and property development, or by better coordinating existing collective spend and encouraging new co-investment.

Testing and piloting these sorts of investment models should be a key part of the commitment to be a fairer and disruptive city. Examples might include:

Reinvesting the profits of growth: exploring new ways of working with commercial partners to ensure that either some or all of the profits of growth are reinvested within the city

Innovative local taxes: exploring the potential for new local taxes such as bed / tourism taxes to generate new revenue streams to reinvest in the city

Social value in procurement: The Social Value Act is a valuable tool for the council as it looks to embed sustainable and socially responsible practices across the city and generate strong social and economic returns. The council should ensure that social value is a core component of its procurement activities, whether for small service delivery contracts, or for major construction / development projects. A number of councils across the UK have already taken a lead in this area, including Preston and Harrow, with outcomes including a tangible increase in 'local' expenditure, and a range of training and employment outcomes e.g. uplift in apprenticeship numbers.

Brighton & Hove local resources

Local resources which can be used to support delivery include:

- **Brighton & Hove City Council** – while the Economic Development team will have overall responsibility for the strategy, delivery will need to draw in a number of other teams and directorates, covering planning, culture, tourism, transport and housing. The Economic Development team has an important role to play in providing oversight, helping to facilitate connections between local partners in partnership with Brighton & Hove Connected and guiding delivery in line with aspirations set out in this document. Looking ahead, the establishment of a Greater Brighton Growth Partnership would enable the use of additional powers and approaches to stimulate / catalyse delivery and generate income.
- **Council partners** – the council has a number of important local partner organisations across the city which perform specific socio-economic and place-based remits. These include the Brighton & Hove Economic Partnership (BHEP), Visit Brighton, the Brighton & Hove Chamber and the Brilliant Brighton Business Improvement District. As part of its wider review of resources, it is important the council works closely with these organisations to explore options to improve coordination and collaboration to lever maximum value from existing activities.
- **Universities and education providers** – University of Brighton, University of Sussex and Greater Brighton MET are the education institutions which will link residents and businesses to more rewarding and productive opportunities. These institutions have the opportunity to develop a clearer offer to the city's businesses on skills training and access to the university research and development capacity. The academic capacity of the universities needs to be better deployed to support monitoring and reflection as new projects and behaviours develop.
- **A Better: Brighton & Hove** – A think tank is a major asset in delivering this sort of strategy. It will provide the capacity and independence to challenge the wider partnership to think differently and adopt new behaviours. Although A Better: may commission research and resource in some areas, their value in terms of resource will be as a conduit to attract public and private investment into new innovation projects.
- **Wider community** – more generally, the Brighton & Hove wider civil society, business and resident communities provide a valuable resource in their existing capacity and willingness to engage and commit time and expertise to running community programmes and events. As noted above, ensuring that the value of this capacity is capitalised on (and where necessary strengthened) should be an important priority in delivering this strategy.

External public-sector funding

Certain projects will require external funding to support delivery. This is particularly the case in terms of capital-intensive projects, such as the delivery of improved transport and digital infrastructure.

Reflecting public sector resource constraints, external funding is more limited than has previously been the case and is subject to high levels of competition. Possible sources of funding to explore include:

- **City Region Partners:** certain projects, such as the creation of a City Region Trade and Invest team will require resource or funding commitment from City Region partners. Clearly, the scale of investment will need to reflect closely the nature of the collaboration and outcomes expected. The ongoing City Region One Public Estate programme also has potential to generate significant income for reinvestment in economic development and growth initiatives.
- **Coast to Capital LEP:** Coast to Capital has proved to be an important source of funding for the city and City Region in recent years, particularly via the successive rounds of the Local Growth Fund. While the long-term future of this fund is unknown, the LEP continues to act as an

important conduit to government and European funds. The LEP Growth Hub also offers business support signposting and support services for city businesses.

- **Government departments and specialist funding bodies:** while the majority of government funding is directed through the LEP, a number of recent funding opportunities have been directed at local authorities, including the Housing Infrastructure Fund (HIF) and Digital Infrastructure Fund (DIF). Government quangos such as Heritage Lottery Fund have continued to prove an important funding source for the city in recent years. Furthermore, there are additional EU structural funding opportunities to those accessed via the LEP route, and current advice is that these bidding opportunities remain available until at least 2020. It is important that the council and partners are positioned to respond quickly to new thematic funding opportunities as they emerge.

To access external funding, strong evidence on the rationale for investment and the objectives of delivery is likely to be required. Evidence collected to underpin this report provides an excellent foundation in this respect.

Developer contributions

Developer contributions can play a role in supporting aspirations for investment in the area, including via S106 agreements, and Community Infrastructure Levy (CIL) payments.

Focus should be placed on leveraging maximum value from new developments via the design and planning process – this means working with developers from the outset to communicate aspirations for what schemes should deliver.

Again, the proposed Greater Brighton Growth Partnership has a potentially important role to play in curating development activity across the city and in ensuring that income from development is reinvested in a coordinated and effective way.

Ad-hoc private investment

In the context of this strategy and Brighton's history of engagement and participation, it is important to recognise the role that ad-hoc, project-specific commitments can play. Crowd funding and CSR commitments have the potential not only to fund local projects, but also galvanise a wider partner group around specific partner projects. The Mayor of London has recently co-financed a crowd-funding programme to support local investment in placemaking projects.

<https://www.london.gov.uk/what-we-do/regeneration/funding-opportunities/crowdfund-london> and Brighton & Hove City Council ran a successful crowd-funding campaign to help regenerate the iconic Madeira Terraces.

Measuring success



Measuring success

A robust and committed approach to tracking impact and performance is a crucial part of the delivery of this strategy. This will ensure a real-time understanding delivery process, and an ongoing understanding of impact on the ground, be it at the micro level or city / City Region wide.

The strategy is accompanied by a monitoring and evaluation framework which identifies the specific indicators and approaches which can be used to track delivery and understand impact.

There are five main components of the monitoring and evaluation framework; these form part of a live and ongoing process in delivering of the strategy.

1. Assess baseline condition

Establish a clear understanding of current performance against which future change can be measured; the accompanying evidence base provides a comprehensive resource in this respect

2. Track delivery and assess impact / change

Collect periodic data on impact of delivery, drawing on intelligence from a range of partners and sources

3. Benchmark performance

Continue to benchmark performance at a City Region level, to place change in context and to understand overall positioning and competitiveness

4. Report back

Report back to partners on delivery progress and impacts on an annual basis. Honesty and openness in messaging

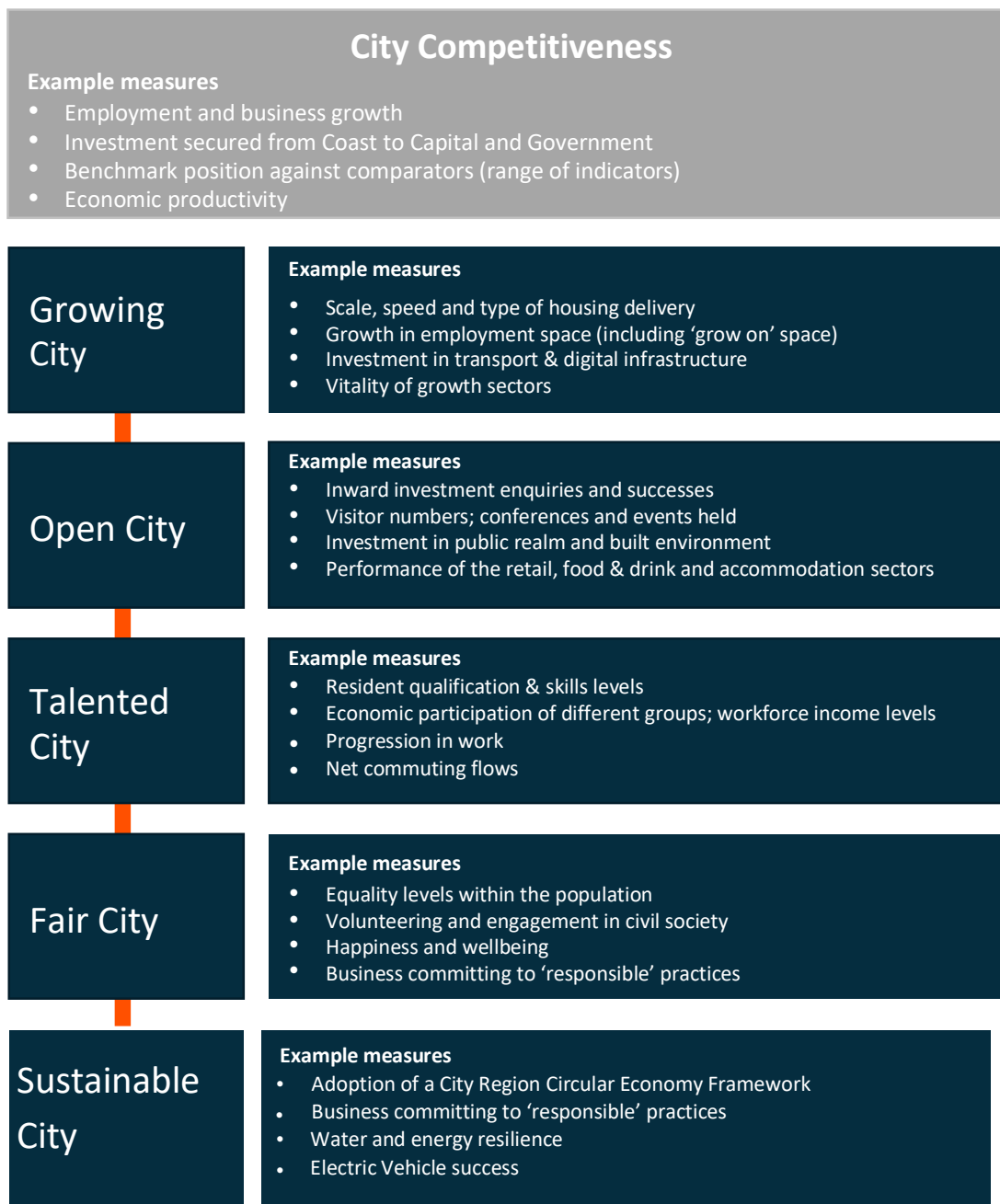
5. Review delivery and revise where needed

Be proactive in responding to the evidence and feedback; ensure flexibility in delivery where needed to enhance impact

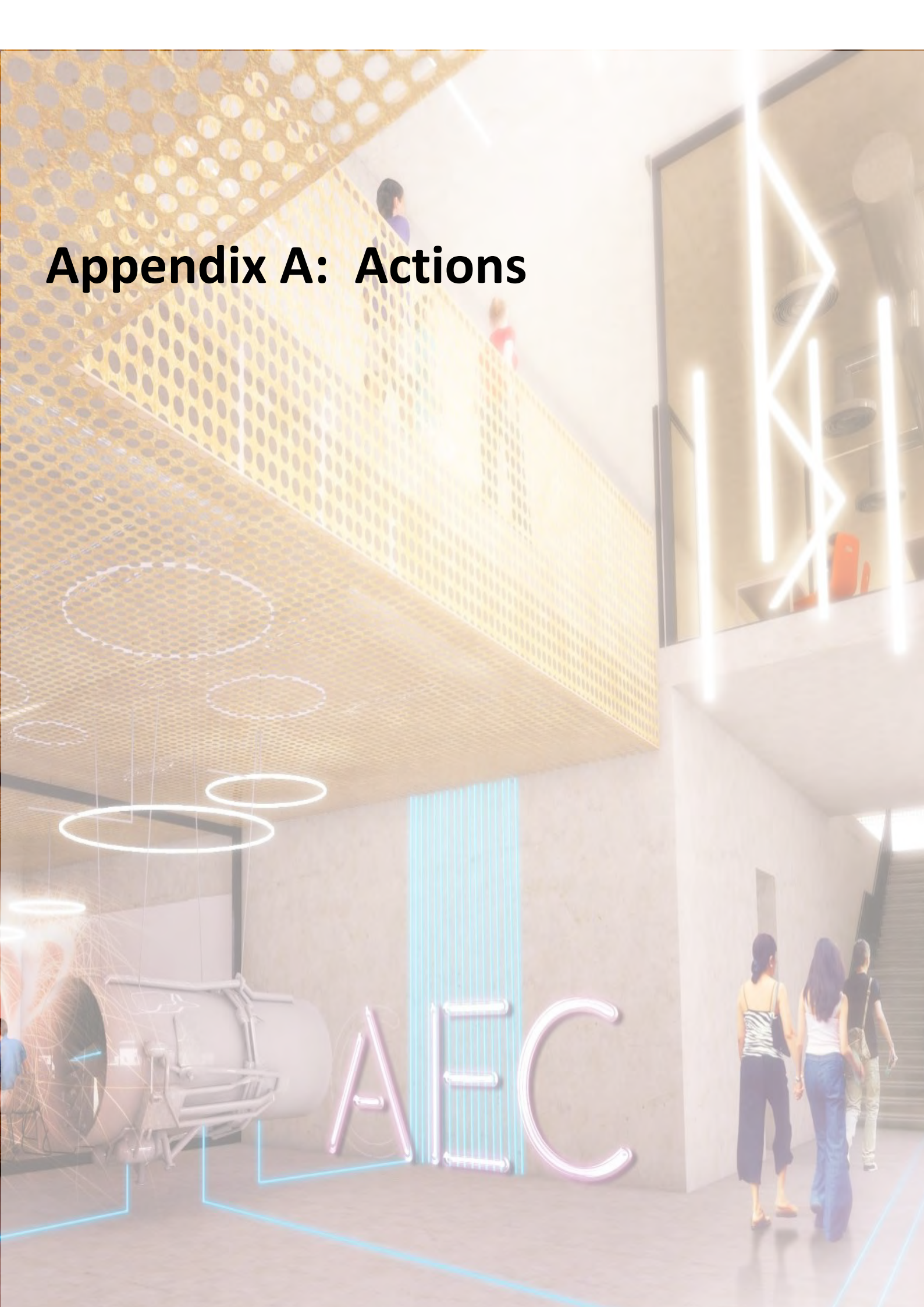
-
- Overall responsibility for tracking success of the strategy lies with the council and BHEP, drawing in data from a range of delivery partners. However, a possible future City Observatory could play an important role in supporting this process; providing bespoke intelligence on some of the specific 'challenge' topics identified within the strategy. In particular it should look to:
 - Provide intelligence on topics where there are gaps or weakness in official government data
 - Work with A Better: to continually 'test the temperature' on the ground across the city, via ongoing dialogue with the business and resident communities potentially deploying student or graduate resource
 - Work with the council, public sector partners and innovation agencies to unlock and apply 'big data' within the city economic development context
 - Work with all partners to develop new ways to collate and visualise data in a way which is accessible and open to all.

Resources would need to be identified to take this approach forward. Our full evaluation framework accompanies this strategy; the core principles include:

- **Competitiveness, resilience and inclusion** form the case for action for this strategy; there are a small number of core metrics which will allow progress against these to be measured, and for overall performance of the city to be tracked
- At a more granular level, it will also be important to track progress against the **five strategy themes**, to understand progress made in responding to the city’s defining challenges, and the specific responses and projects delivered as part of the strategy
- **Disruptive approaches** cut across the strategy and tracking their impact and success is implicit across the monitoring framework, a possible City Observatory would also have a role to play in understanding the impact of innovation.



Appendix A: Actions



Actions to deliver the strategy

A diverse set of actions have been identified to support the delivery of this strategy; this reflects the broad reach of the strategy, existing delivery momentum, a strong pipeline of emerging opportunities, and the appetite, enthusiasm and capacity of partners across the city to engage and participate.

Given ongoing public-sector resource constraints, an important focus for the strategy is to support the evolution and strengthening of delivery capacity across the city to enable a wider range of partners and communities to support or lead delivery.

Actions are presented in three categories

Priority Actions: PA1 to 6 - six actions, drawn from across the strategy themes, have been identified as particularly important and the initial priority for delivery in taking forward this strategy

Supporting thematic actions: supporting actions which relate to our strategic themes:

- Growing City – five actions, GC 1 to 5
- Open City – five actions, OC 1 to 5
- Talented City – six actions, TC 1 to 6
- Fair City – four actions, FC 1 to 4
- Sustainable City – five actions, SC1 to 5

Supporting cross-cutting actions: CC 1 to 4 - four cross-cutting actions which will support our aspirations to explore new approaches and methods of delivery.

An index of all these actions, and their regional and national strategic alignment, is provided overleaf.

Summary of C2C SEP priorities: July 2018

Priority 1: Deliver prosperous urban centres

Priority 2: Develop business infrastructure and support

Priority 3: Invest in sustainable growth

Priority 4: Create skills for the future

Priority 5: Pioneer innovation in core strengths

Priority 6: Promote better transport and mobility

Priority 7: Improve digital network capability

Priority 8: Build a strong national and international identity

Index of actions and strategic alignment - new projects highlighted in grey

Priority Actions					
Action	Detail	Status / Type	Strategic Alignment	Lead partners	Timeframe
PA1	Establish an innovation programme and Civic Innovation Demonstrator	New	C2C SEP: priorities 2, 5 & 7; Ind. Strategy: Ideas foundation	Lead: Better Brighton, BHCC, Digital Catapult Brighton Wider partners (illustrative): Chamber, BHEP, Brighton and Sussex Universities, Sussex Innovation Centre, Green Growth Platform, Central Research Laboratory, external partners such as Future Cities	Year 1
PA2	Unlock stalled development sites through investment partnerships with Government and regional partners	New	C2C SEP: priorities 6,7 & 1: Ind Strategy: Infrastructure foundation	Lead: BHCC, Greater Brighton Economic Board, C2C LEP and wider City Region partners Wider partners: developers, agents, landlords	Year 2
PA3	City Region Trade and Invest Team	New	C2C SEP: priorities 2 & 8; Ind. Strategy: Business Environment foundation	Lead / Answerable Body: BHCC, City Region Authorities – City Region Leaders Board Partners: BHEP, Coastal West Sussex, Gatwick Diamond, Chambers, Wired Sussex, DIT, C2C	Years 1-2, depending on Coastal Communities Fund (CCF) bid
PA4	City Skills for Productivity Commission	New	C2C SEP: priorities 2, 5, 4; Ind. Strategy: People foundation	Lead / Partners: BHCC, Greater Brighton MET, universities, Sussex Council Training Providers, key sector and business representatives	Year 1
PA5	Developing long-term community capacity and citizen leadership.	New (building on existing activity / momentum)		Lead / Partners: Brighton & Hove Connected and Civil Society leaders and partners	Year 1
PA6	Promote the development of a circular and sustainable economy	New (building on existing activity / momentum)	C2C SEP: priorities 1, 3, 4 & 6; Ind. Strategy: Ideas, People and Infrastructure foundation	Lead / Partners: BHCC, universities, key sector and business representatives	Year 1

Supporting actions: Growing city

Action	Detail	Status / Type	Strategic Alignment	Lead partners	Timeframe
GC1	Innovative affordable housing delivery	In progress	C2C SEP: priority 1; Ind. Strategy: Infrastructure foundation	Lead / Partners: BHCC, Greater Brighton Growth Partnership, developers	
GC2	Delivery of the New England House and Longley Creative Tech Growth Centre	In progress	C2C SEP: priorities 2, 5, 7; Ind. Strategy: Business Environment foundation	Lead: BHCC and Greater Brighton Growth Partnership Partners: L&G Digital Catapult Brighton, Wired Sussex, business community	
GC3	Maximising value of innovation assets: developing networks and unlocking impact	In progress	C2C SEP: priorities 2, 5, 7; Ind. Strategy: Business Environment foundation	Partners: Universities, Innovation Assets e.g. Digital Catapult Brighton, businesses	
GC4	Rollout of ultrafast broadband and a 5G network	In progress	C2C SEP: priorities 7; Ind. Strategy: Infrastructure foundation	Lead: BHCC, Coast to Capital, innovation assets e.g. Digital Catapult Brighton, A Better Brighton & Hove, developers, landlords Partners: C2C, City Region Partners, Network Rail, DfT	
GC5	Support investment in transport infrastructure across the City Region and local active travel	In progress	C2C SEP: priorities 6; Ind. Strategy: Infrastructure foundation	Lead: BHCC, Greater Brighton partners, C2C, DfT, Transport for the South East, local transport providers	

Supporting actions: Open city

Action	Detail	Status / Type	Strategic Alignment	Lead partners	Timeframe
OC1	Support for growth: home-workers, start-ups and high growth businesses	New - building on existing work	C2C SEP: priorities 2, 5; Ind. Strategy: Business Environment foundation	Lead: Chamber, BHEP, Trade and Invest Team, business networks, Coast to Capital	Year 1
OC2	Innovation in Retail	New - building on existing work	C2C SEP: priorities 2; Ind. Strategy: Ideas foundation	Lead / Answerable Body: Digital Catapult Brighton, Brilliant Brighton Partners: Town centre retailers	Year 2
OC3	Consistent Branding and Messaging, and a Clear Strategy to Enhance the Brighton & Hove experience	New	C2C SEP: priorities 2, 8; Ind. Strategy: Places foundation	Lead / Answerable Body: BHCC, Visit Brighton, new Trade and Invest Team, City Region Leaders Board Partners: Visitor economy and cultural sector organisations and businesses, town centre businesses and organisations, developers	Year 1
OC4	Delivery of the of the Visitor Economy Strategy and Cultural Framework	New	C2C SEP: priority 2, 8; Ind. Strategy: Places foundation	Lead / Answerable Body: Visit Brighton, BHCC, City Region Leaders Board Partners: Visitor economy and cultural sector organisations and businesses	Year1
OC5	Take forward a new approach to trade, inward investment and city marketing	New	C2C SEP: priorities 2 & 8; Ind. Strategy: Business Environment foundation	Lead / Answerable Body: BHCC, City Region Authorities – City Region Leaders Board Partners: BHEP, Coastal West Sussex, Gatwick Diamond, Chambers, Wired Sussex, DIT, C2C	Year 1-2

Supporting Actions: Talented city

Action	Detail	Status / Type	Strategic Alignment	Lead partners	Timeframe
TC1	Digital Skills	New	C2C SEP: priority 4; Ind. Strategy: People foundation	Lead Partners: Greater Brighton MET, Universities, C2C, BHCC	Year 1
TC2	Employer engagement to deliver careers and enterprise education and apprenticeship opportunities	In progress - strengthening	C2C SEP: priorities 4; Ind. Strategy: People foundation	Lead Partners: City Skills for Productivity Commission, BHCC, Greater Brighton MET, schools, universities, Sussex Council Training Providers, key sector and business representatives	
TC3	Paid graduate placements, internships and apprenticeships	New	C2C SEP: priorities 4; Ind. Strategy: People foundation	Lead Partners: City Skills for Productivity Commission, BHCC, Universities, Greater Brighton MET, Sussex Council Training Providers, key sector and business representatives, Sussex Learning Network	Years 1-2
TC4	In-work development and progression	In progress - strengthening	C2C SEP: priority 4; Ind. Strategy: People foundation	Lead Partners: City Skills for Productivity Commission, BHCC, Greater Brighton MET, Sussex Council Training Providers, key sector and business representatives	
TC5	Support for those furthest from the labour market	In progress	C2C SEP: priority 4; Ind. Strategy: People foundation	Lead Partners: City Skills for Productivity Commission, BHCC, civil society partners, Greater Brighton MET, universities, training providers, and National Careers Service	
TC6	Enhanced Digital Training and Skills offer through the Greater Brighton MET Pelham Street Creative Campus	In progress	C2C SEP: priority 4; Ind. Strategy: People foundation	Lead Partner: Greater Brighton MET Other Partners: C2C, BHCC	

Supporting actions: Fair city

Action	Detail	Status / Type	Strategic Alignment	Lead partners	Timeframe
FC1	Neighbourhood Planning	In progress		Lead / Partners: BHCC, neighbourhood leaders, Civil Society Partners	
FC2	Health and participation	New		Lead / Partners: BHCC, Civil Society Partners, NHS, local schools	Follow PA1
FC3	Exploring innovation in food security	New	Ind. Strategy: Ideas foundation	Lead / Partners: Brighton & Hove Food Partnership	Year 4
FC4	Encouraging Responsible & Sustainable Business Practices	In progress		Lead / Partners: Chamber, BHEP, workspace providers, businesses, business networks, University of Brighton	

Supporting actions: Sustainable city

Action	Detail	Status / Type	Strategic Alignment	Lead partners	Timeframe
SC1	Create a Circular Economy Framework, incorporating SDGs, to 2035 for priority sectors for the Brighton & Hove City Region	New – build on existing partner work	C2C SEP: SEP Alignment: Priorities 1, 3, 4 and 6; Ind. Strategy: Ideas, People and Infrastructure foundation	Lead Partners: Circular Brighton & Hove, BHCC, University of Brighton and the University of Sussex	
SC2	Establish Brighton & Hove as the UK's Electric Vehicle test bed	In progress	C2C SEP: priority 6; Ind. Strategy: Ideas and Infrastructure foundation	Lead: A Better Brighton, BHCC	
SC3	Building infrastructure, water and energy, and environmental resilience, including installing solar panels onto public buildings	In progress	C2C SEP: priorities 3; Ind Strategy: Infrastructure foundation	Lead: BHCC, Greater Brighton, C2C	
SC4	Support low-carbon growth and innovation through knowledge transfer from our universities	In-progress	C2C SEP: priority 4; Ind. Strategy: People foundation	Lead Partners: University of Brighton and the University of Sussex, C2C, BHCC Other Partners: City Skills for Productivity Commission, key sector and business representatives, Greater Brighton MET	
SC5	Encourage businesses to support sustainable business practices including the development of a single-use plastics (SUPs) policy	In progress		Lead / Partners: BHCC, Chamber, workspace providers, businesses, business networks, University of Brighton, Your Energy Sussex	

Supporting cross-cutting actions

Action	Detail	Status / Type	Strategic Alignment	Lead partners	Timeframe
CC1	New funding models to encourage new ideas, participation, and innovation	New - building on existing activity	Industrial Strategy: Ideas foundation	Lead: Brighton & Hove Connected and Civil Society leaders and partners	Year 2 onwards - Follows PA1
CC2	Social Value in Procurement	In progress		Lead / Partners: BHCC and public-sector partners	
CC3	Develop new innovative approaches to delivery, planning and infrastructure	New	C2C SEP: priorities 6, 8, 1, 5, 7; Ind. Strategy: Business Environment & Infrastructure foundations	Lead: Brighton & Hove City Council, Greater Brighton partners, external partners such as Future Cities	Year 3 onwards
CC4	Establish a City Innovation Observatory	New		Lead: Sussex and Brighton universities	Year 2 onwards - Follows PA1

Priority Actions

Action	Detail	Lead Partners	Resource	Outcomes
<p>PA1 Establish an Innovation Programme and Civic Innovation Demonstrator</p> <p>Theme Cross-cutting</p> <p>SEP Alignment Priority 2, 5, 7</p>	<p>An innovation programme which looks at the challenges in the strategy and identifies who takes them forward. Specific issues of economic focus include: productivity, energy, water, health and inclusion, electric/autonomous vehicles, food security, circular economy, affordable housing and digital infrastructure. The programme would seek to:</p> <ul style="list-style-type: none"> Engage city partners to observe and identify areas where disruptive activity may resolve city problems Work with and enable city partners to develop and co-create solutions Develop a demonstrator to test out the propositions <p>The Civic Innovation Demonstrator would support discussion around the evolution of the city and drive greater engagement of partners and all communities in the future of the city's economy.</p>	<p>Lead: Better Brighton, BHCC, Digital Catapult Brighton</p> <p>Wider partners (illustrative): Chamber, BHEP, Sussex Innovation Centre, Green Growth Platform, Central Research Laboratory, Brighton and Sussex Universities, external partners such as Future Cities</p>	<p>Partnership: Potential to build on existing activities of A Better Brighton, but additional funding required for scale up; In kind costs for partnership working; Potential to access EU funding - ERDF Urban Innovation Fund.</p> <p>Demonstrator: Work with the strategy's Board and city partners to enable this priority action.</p>	<p>Partnership: Joined up and coherent approach to city innovation which build on existing city capacity. Long-term impact on 'big' city issues: inclusion, productivity and resilience. Visibility of the city as a leader in disruptive thinking.</p> <p>Demonstrator: More residents and partners engaging with city challenges and contributing ideas. Visibility of the city as a leader in disruptive thinking.</p>
<p>PA2 Unlock stalled development sites through investment partnerships with Government and regional partners</p> <p>Theme A Growing City</p> <p>SEP Alignment Priority 6, 1, 7</p>	<p>New delivery partnerships with Government and regional partners tasked with accelerating the delivery of housing and commercial space across the City Region.</p> <p>Specific focus would be placed on: targeting stalled sites, identifying and parcelling-up smaller sites within the city and City Region which can accommodate growth, and exploring potential. Improve commercial supply through the identification of new sites and improvement and intensification of existing sites. These partnerships would have the necessary remit to intervene directly where needed.</p>	<p>Lead: BHCC, Greater Brighton Economic Board, C2C LEP and wider City Region partners</p> <p>Wider Partners: developers, agents, landlords</p>	<p>Secure strategic investment through Government and the Local Industrial Strategy.</p>	<ul style="list-style-type: none"> Acceleration of strategic development sites; delivery of more homes & commercial space in line with need e.g. larger footplate space and grow on space. A more dynamic approach to addressing strategic growth opportunities and constraints across Greater Brighton; ultimate outcomes – increased

Action	Detail	Lead Partners	Resource	Outcomes
	This should include the development of a business case for a dedicated revolving infrastructure fund for the delivery of housing to support regeneration and economic growth building on the Housing Infrastructure Fund.			<ul style="list-style-type: none"> investment in infrastructure and strong delivery pipeline. New responsibilities and commitments from central government to support growth aspirations.
<p>PA3 City Region Trade and Invest Team</p> <p>Theme An Open City</p> <p>SEP Alignment Priority 2 & 8</p>	Use the city's international connectivity to drive new investment and economic growth. Establish a new team with dedicated resource acting as gateway to trade and investment information, enquiries and support. Its remit would be to redesign & relaunch inward investment propositions; provide coordinated, consistent responses to enquiries; promote area to C2C, Department for International Trade (DIT), overseas post, run strategic marketing campaigns; coordinate & lead aftercare programme; connect better with companies and trade bodies on the ground; build CRM & intel on local businesses, and use connections to promote trade/export ops. As a separate strand of activity, work with our universities and colleges to build strategic international networks and strategic collaborations.	<p>Lead / Answerable Body: BHCC, City Region Authorities - City Region Leaders Board</p> <p>Partners: BHEP, Coastal West Sussex, Gatwick Diamond, Chambers, Wired Sussex, DIT, C2C</p>	<ul style="list-style-type: none"> Likely to require c. £0.8m per annum to cover staff and operation costs. Initial commitment and scale up over a five-year period. Funding sources include reallocation of existing staff resource, plus contributions from City Region partners. Additional resource required to support Trade and Invest team as per above. 	<ul style="list-style-type: none"> Initial deliverables relating to team set up and operation. Longer-term performance tracking on enquiries, investment successes, aftercare. Ultimate outcomes: creation of jobs and new investment.
<p>PA4 City Skills for Productivity Commission</p> <p>Theme A Talented City</p> <p>SEP Alignment Priority 2, 5 & 4</p>	Comprised of employer and provider representatives the Productivity Commission will have a remit to examine the employment and skills provision landscape across the city to explore the links between this and current and future labour market productivity and inclusion. This has been suggested by partners (via the consultation for this strategy) as a long-term mechanism for bringing together providers and employers in a strategic partnership to enable a more dynamic and	Lead / Partners: BHCC, Greater Brighton MET, universities, Sussex Council Training Providers, key sector and business representatives	<ul style="list-style-type: none"> Resource requirement largely in-kind staff time / resource. 	<ul style="list-style-type: none"> A clear set of recommendations and actions steering future skills, training and employment provision across the City. More dynamic and proactive working between providers and

Action	Detail	Lead Partners	Resource	Outcomes
	proactive response to shaping future education and skills provision.			employers; skills and employment outcomes for residents; suitability of workforce for businesses / sectors.
<p>PA5 Developing long-term community capacity and citizen leadership.</p> <p>Theme A Fair City</p>	<p>Develop long-term community capacity and leadership to enable community wealth building, including: local procurement models to be rolled-out across other institutions such as anchor organisations – hospitals, schools etc, encourage community ownership of assets. Promoting wider take-up of the Brighton Living Wage to encourage and support sustainable employment. Exploring circular economy projects which provide a real opportunity for the city to nurture local sectors, skills development and enterprise and contribute to keep wealth local and prevent flows (materials, skills and investment) from going out of the city.</p>	<p>Lead / Partners: Brighton & Hove Connected and Civil Society leaders and partners</p>	<ul style="list-style-type: none"> • Longer-term resource dependent on specific delivery/projects • Funded through return on investment from regeneration. 	<ul style="list-style-type: none"> • Increase in participation levels, and more efficient partnership working across the Civil Society sector, reduced reliance on public sector to lead / facilitate delivery. • Increase in sustainable employment.
<p>PA6 Promote the development of a circular and sustainable economy to minimise waste and pollution by reducing, reusing and recycling</p> <p>Theme A Sustainable City</p>	<p>Establishing Brighton & Hove as a world renowned Circular Economy city. Exploring circular economy and sustainability projects which provide a real opportunity for the city to nurture local sectors, skills development and enterprise and contribute to keep wealth local and prevent flows (materials, skills and investment) from going out of the city.</p> <p>This priority will build city resilience and security and will involve promoting and supporting sustainable business practices including supporting actions.</p>	<p>Lead / Partners: BHCC, Brighton & Sussex Universities, Circular Brighton & Hove, key sector and business representatives, Your Energy Sussex</p>	<ul style="list-style-type: none"> • Longer-term resource dependent on specific delivery/projects • Potential to access EU funding 	<ul style="list-style-type: none"> • Brighton & Hove recognised as one of the World’s most established and progressive Circular Economy cities • New pilots developed and delivered to respond to sustainability challenges • Brighton & Hove recognised as the UK’s Electric Vehicle capital • Longer term outcomes relating to water and energy affordability and

Action	Detail	Lead Partners	Resource	Outcomes
				security, and the productivity and protection of rural and nature landscapes <ul style="list-style-type: none"> • Adoption of more sustainable and responsible ways of doing business across the city • Environmental burden of a growing economy mitigated and minimised.

Supporting actions: A growing city

Action	Detail	Partners	Resources	Outcomes
<p>GC1 Innovative affordable housing delivery</p> <p>SEP Alignment Priority 1</p>	Directly address housing affordability issues through the delivery of the new Living Wage Housing Joint Venture. Building on this to support further development of genuinely affordable housing in the city and City Region.	Lead / Partners: BHCC, Greater Brighton Growth Partnership, developers	<ul style="list-style-type: none"> Greater Brighton Growth Partnership & BHCC officer resource to explore further opportunities for delivery. 	<ul style="list-style-type: none"> Increased delivery of affordable homes; Brighton & Hove recognised as a leader in housing delivery innovation.
<p>GC2 Delivery of the New England House and Longley Creative Tech Growth Centre</p> <p>SEP Alignment Priority 2, 5 & 7</p>	Prioritise the delivery of the New England House and Longley Creative Tech Growth Centre, exploring the potential to deliver a range of spaces to meet demand e.g. grow on space, and exploring any opportunities which emerge through the Creative Industries sector deal. This has the potential to be a key building block of the 'Creative Coast' concept.	<p>Lead: BHCC and Greater Brighton Growth Partnership</p> <p>Partners: L&G Digital Catapult Brighton, Wired Sussex, business community</p>	<ul style="list-style-type: none"> Resource commitment from Coast to Capital for New England House. Partnership working with L&G to maximise opportunities from regeneration of Longley Industrial Estate. Officer time to shape creative vision with business community. 	<ul style="list-style-type: none"> Expanded and refurbish space for small business and creative enterprise. Recognition of the areas as the heart of Brighton & Hove's creative economy.
<p>GC3 Maximising the value of our research and innovation assets: developing networks and unlocking impact</p> <p>SEP Alignment Priority 2, 5 & 7</p>	Work with the Universities of Sussex and Brighton to support the delivery of the Innovation South Science and Innovation audit recommendations on digital enabling technologies. Continue to maximise the value of the city's unique research and innovation assets; including immersive tech research at the Digital Catapult Brighton and quantum tech research at the University of Sussex. This should include examining how tech can be	Partners: Universities, Innovation Assets e.g. Digital Catapult Brighton, businesses.	<ul style="list-style-type: none"> Largely staff time to facilitate partnership working. Leverage capacity by tailoring research focus to respond to local need. 	<ul style="list-style-type: none"> Ongoing engagement and dialogue between the city's innovation assets New pilots developed and delivered to respond to city challenges

Action	Detail	Partners	Resources	Outcomes
	used to respond to areas of city challenge, and working with the University of Sussex and C2C to build the presence and capacity of a local supply chain of businesses using / deriving benefit from quantum technology.			<ul style="list-style-type: none"> Tracking of impact to explore potential for scale up.
<p>GC4</p> <p>Rollout of ultrafast broadband and a 5G network</p> <p>SEP Alignment</p> <p>Priority 7</p>	Digital Infrastructure: deliver transformative enhancements to digital infrastructure in the city, supporting Greater Brighton’s aspiration to become a gigabit City Region. This should include securing the roll out of ultrafast broadband across the City Region; the development of a 5G and ultrafast fibre network linking city innovation centres to the Brighton Digital Exchange and Digital Catapult Brighton exploring how this can be linked to other parts of the City Region; and working with Adur & Worthing on Greater Brighton 5G by design. Work with C2C, A Better Brighton & Hove, Network Rail and Dept For Transport (DfT) to bring forward investment in full fast fibre along the Brighton Mainline.	<p>Lead: BHCC, Coast to Capital, innovation assets e.g. Digital Catapult Brighton, A Better Brighton & Hove, developers, landlords</p> <p>Partners: C2C, City Region Partners, Network Rail, DfT</p>	<ul style="list-style-type: none"> Will require significant capital investment; a key ask from the City Region Growth Deal. 	<ul style="list-style-type: none"> Brighton & Hove recognised as one of the UK’s best-connected cities. Ongoing growth and innovation enabled within the business community.
<p>GC5</p> <p>Support investment in transport infrastructure across the City Region and local active travel</p> <p>SEP Alignment</p> <p>Priority 6</p>	Work with Greater Brighton partners and C2C to continue to make the case for improvements in the sub-regional transport infrastructure. This includes improvements to the strategic road and rail network including investment in the Brighton Mainline to deliver modern and reliable links to London, while continuing a shift towards infrastructure that harnesses innovation and smart	<p>Lead: BHCC, Greater Brighton partners, C2C, DfT, Transport for the South East, local transport providers</p>	<ul style="list-style-type: none"> Ongoing partnership working and lobbying Case to be made for further funding from LEP and Central Government. 	<ul style="list-style-type: none"> A transport network with greater capacity, which enables stronger links across the City Region and which is more resilient and reliable. Journey time and reliability metrics will

Action	Detail	Partners	Resources	Outcomes
	technology. As part of this, support Transport for the South East in its bid to become a sub-national transport body and in the development of its Transport Strategy. Continue to work within the city to promote and encourage active travel, improving local connections and delivering health and wellbeing benefits to individuals.			<p>be core measures of success</p> <ul style="list-style-type: none"> Active travel metrics including walking and cycling

Supporting Actions: An Open City

Action	Detail	Partners	Resource	Outcomes
<p>OC1 Support for growth: homeworkers, start-ups and high growth businesses</p> <p>SEP Alignment Priority 2 & 5</p>	<p>In tandem with the activities of the new Trade and Invest Team, explore the potential to provide more targeted and dedicated support for high-growth small businesses in the city, including brokerage and co-investment to support businesses to stay, grow and access new markets. Link to the LEP's Growth Hub where relevant.</p> <p>Better engage with the city's homeworkers to explore ways the aspirations and needs of these companies can be represented. Establish stronger networks for peer to peer support and potential representation for this group.</p>	<p>Lead: Chamber, BHEP, Trade and Invest Team, business networks, Coast to Capital</p>	<ul style="list-style-type: none"> Build on the capacity and resource of existing business sector partners, to ensure an efficient response. Potential for LEP / EU funding to deliver new support initiatives. 	<ul style="list-style-type: none"> Greater understanding of needs of businesses with growth potential. Delivery of support initiatives Ultimate outcomes: creation of jobs and value.
<p>OC2 Innovation in Retail</p> <p>SEP Alignment Priority 2, 5</p>	<p>Explore the potential for the city to become a test bed for innovation in high street and town centre retailing, building on the current research into virtual and augmented reality in retail experience between the Digital Catapult Brighton and Redevco at the Hannington Street development.</p>	<p>Lead / Answerable Body: Digital Catapult Brighton, Brilliant Brighton</p> <p>Partners: Town centre retailers</p>	<ul style="list-style-type: none"> Limited additional resource requirement: build on existing research capacity of the Digital Catapult Brighton, in partnership 	<ul style="list-style-type: none"> Brighton & Hove's reputation as a leader in disruptive and innovative technology enhanced. In the long run, benefits for retailers in developing new

Action	Detail	Partners	Resource	Outcomes
			with city retailers and investors.	models to counter growing online trade.
<p>OC3</p> <p>Development of Consistent Branding and Messaging, and a Clear Strategy to Enhance the Brighton & Hove experience</p> <p>SEP Alignment Priority 2, 8</p>	<p>Align the delivery activities of the City Cultural Framework, City Visitor Economy Strategy and City Region Inward Investment Strategy to develop consistent branding and messaging for Brighton & Hove and Greater Brighton. As part of this, further develop the Creative Coast concept, with Brighton & Hove positioned as the lodestone for creative innovation and cultural capital at the heart of a wider region.</p> <p>As part of this, develop a joined up and clear strategy to enhance the Brighton Experience, underpinned by ambition for the city to be a magnet for creatives, audiences, visitors and investors. This should take into account the needs of different sectors and audiences, including heritage, public art and public realm, events and culture and the night time economy. Explore temporary or pilot projects in the city to enhance the visitor experience and promote sustainable transport.</p> <p>Prioritise strong place making and urban design principles within new development focusing on creating better quality places which protect and enhance the city's distinctiveness. Develop new and consistent standards to guide the management and renewal of public realm across the city, including improvements to wayfinding across the city.</p>	<p>Lead / Answerable Body: BHCC, Visit Brighton, new Trade and Invest Team, City Region Leaders Board</p> <p>Partners: Visitor economy and cultural sector organisations and businesses, town centre businesses and organisations, developers</p>	<ul style="list-style-type: none"> Initial scoping by officers and partners based on outcomes of Trade and Investment Strategy, Cultural Framework and Visitor Economy Strategy. May require external branding advice to refine messaging and positioning. Partnership working with developers to maximise placemaking potential. 	<ul style="list-style-type: none"> A clear and agreed identity for the city and City Region covering inward investment, tourism and culture. New and improved promotional materials and collateral. Ultimate outcomes: inward investment enquiries, a resilient and growing visitor economy. A more attractive and distinctive city centre environment which is easier to navigate, and which lives up to the expectations of visitors and residents.

Action	Detail	Partners	Resource	Outcomes
<p>OC4</p> <p>Delivery of the of the Visitor Economy Strategy and Cultural Framework</p> <p>SEP Alignment Priority 2 & 8</p>	<p>Via the new Visitor Economy Strategy, support the modernisation of the Brighton & Hove visitor offer focusing on the diversification of the leisure tourism offer ‘escape’ visits, and heritage and culture, and development of a stronger business tourism offer linked to the city’s creative and innovation strengths and wider inward investment offer. Via the new city Cultural Framework, further develop and diversify the cultural offer of the city, building on the significant and diverse capacity which exists in the sector.</p>	<p>Lead / Answerable Body: Visit Brighton, BHCC, City Region Leaders Board</p> <p>Partners: Visitor economy and cultural sector organisations and businesses</p>	<ul style="list-style-type: none"> • Resource of Visit Brighton and cultural partners to coordinate delivery. • Speak to government about the potential to explore innovative funding sources such as bed / tourism taxes. 	<ul style="list-style-type: none"> • A stronger, more diverse and more resilient visitor economy. • Brighton & Hove’s reputation for culture protected and enhanced with capacity unlocked by cultural partners working together in a more coherent and efficient way.
<p>OC5</p> <p>Take forward a new approach to trade, inward investment and city marketing</p> <p>SEP Alignment Priority 2 & 8</p>	<p>Take forward a new approach to trade, inward investment and city marketing. Develop a new City Region for Business model supporting existing businesses to trade and providing a clear investment proposition building on city region strengths.</p>	<p>Lead / Answerable Body: BHCC, City Region Authorities – City Region Leaders Board</p> <p>Partners: BHEP, Coastal West Sussex, Gatwick Diamond, Chambers, Wired Sussex, DIT, C2C</p>	<ul style="list-style-type: none"> • Coastal Communities EOI submitted; other funding sources to be explored 	<ul style="list-style-type: none"> • Year 1/2 subject to resources

Supporting Actions: A Talented City

Action	Detail	Partners	Resource	Outcomes
TC1 Digital Skills SEP Alignment Priority 4	Support C2C in its aspirations to establish a Digital Skills Partnership for the LEP area, potentially as a sub group of the overall Employment and Skills Board.	Lead Partners: Greater Brighton MET, Universities, C2C, BHCC	Initially partnership working.	<ul style="list-style-type: none"> Stronger digital skills across the labour market in line with employer demand.
TC2 Enhanced employer engagement to inform careers and enterprise education, and apprenticeship opportunities SEP Alignment Priority 4	The City Skills for Productivity Commission will bring together providers and employers in a strategic partnership to enable a more dynamic and proactive response to shaping future education and skills provision. Its focus will include the enhancing of employment engagement to inform careers and enterprise education and apprenticeship opportunities. An initial focus would be on engaging with sectors reliant on migrant labour to better understand recruitment and skills needs as these evolve over the next five years.	Lead Partners: City Skills for Productivity Commission, BHCC, Greater Brighton MET, schools, universities, Sussex Council Training Providers, key sector and business representatives	<ul style="list-style-type: none"> TBC 	<ul style="list-style-type: none"> More city employers engaging. A more dynamic local labour market, with residents of all ages benefitting from a better understanding of opportunities Increased apprenticeship offer.
TC3 Paid graduate placements, internships and apprenticeships SEP Alignment Priority 4	Work with C2C, the universities and businesses to develop business sponsorship programmes and undergraduate placements and graduate internship opportunities (paid) apprenticeships to maximise the economic contribution of graduates in the region.	Lead Partners: City Skills for Productivity Commission, BHCC, Universities, Greater Brighton MET, Sussex Council Training Providers, Sussex Learning Network, key sector and business representatives	<ul style="list-style-type: none"> TBC 	<ul style="list-style-type: none"> Stronger employment outcomes for Brighton & Hove graduates and apprentices, contributing to a more productive workforce and economy
TC4	Closer work with businesses to encourage investment in their workforce. This should not only enable businesses to develop the	Lead Partners: City Skills for Productivity	<ul style="list-style-type: none"> TBC 	<ul style="list-style-type: none"> Stronger in-work progression for the city's residents, resulting in a

Action	Detail	Partners	Resource	Outcomes
In-work development and progression SEP Alignment Priority 4	skills of their existing workforce but should also support them to develop a more diverse workforce including enabling underutilised talent (female returners; minority groups; older people) to return to the workforce. As part of it, focus should also be placed on working with employers to demonstrate the benefits of supporting an active and healthy workforce.	Commission, BHCC, Greater Brighton MET, Sussex Council Training Providers, key sector and business representatives		<p>more dynamic and less transient local labour market, and increased prosperity for individuals.</p> <ul style="list-style-type: none"> • Take up apprenticeships
TC5 Outreach to increase opportunities for those furthest from the labour market SEP Alignment Priority 4	<p>Continue to work with partners to address the challenges facing those furthest from the labour market, and delivery of bespoke responses.</p> <p>Develop stronger relationships with existing networks and to create new networks where none exist, in order to have greater connectivity and oversight across the City of all activity which supports adults furthest from the labour market.</p> <p>Ensure the successful delivery of the pilot ESOL Hub, which will provide outreach services and provide a first point of contact for migrant residents requiring ESOL support.</p> <p>Building on this pilot, continue to develop stronger links between local neighbourhood hubs and skills providers, promoting education and qualification as a viable outcome following engagement and linking those groups furthest from the labour market.</p>	Lead Partners: BHCC, City Skills for Productivity Commission, civil society partners, Greater Brighton MET, universities, training providers, and National Careers Service.	<ul style="list-style-type: none"> • TBC 	<ul style="list-style-type: none"> • Greater collaboration between established and future networks with citywide strategic oversight provided through the Adult Learning and Skills Partnership • Successful delivery of the pilot ESOL Hub • Delivery to make progress towards recommendations of the Race, Equality of Employment and Skills in the City report • Increased understanding of the challenges facing those furthest from the labour market, and delivery of bespoke responses to engage these individuals.
TC6 Greater Brighton MET Pelham Street Creative Campus SEP Alignment Priority 4	Facilitate the delivery of the Greater Brighton MET Creative Campus project, providing new state of the art facilities for creative and digital industries training.	Lead Partner: Greater Brighton MET Other Partners: C2C, BHCC	<ul style="list-style-type: none"> • c.£5m LGF funding committed from C2C. 	<ul style="list-style-type: none"> • Delivery of the new facility. • Associated skills and training outcomes. • Stronger link between employer needs and local creative digital training provision

Supporting Actions: A Fair City

Action	Detail	Partners	Resources	Outcomes
<p>FC1 Neighbourhood Planning</p> <p>SEP Alignment Priorities 1 and 2</p>	Work with communities to help them develop Neighbourhood Plans. Ensure that these cover the spectrum of economic, social and spatial issues. Provide the time and resource to enable community leaders and community businesses to evolve and deliver plans.	Lead / Partners: BHCC, neighbourhood leaders, Civil Society Partners	<ul style="list-style-type: none"> Neighbourhood's capacity, with support where needed from BHCC officers (e.g. evidence and guidance). 	<ul style="list-style-type: none"> Development and adoption of strong Neighbourhood Plans. Genuine strengthening of community cohesion and participation.
<p>FC2 Health and participation</p>	Recognise the impact of ill health and exclusion upon participation in work. Improve access to work for those most at risk including people with long term conditions (including mental health), people with disabilities (including learning disabilities) and people with substance misuse problems.	Lead / Partners: BHCC, Civil Society Partners, NHS, local schools	<ul style="list-style-type: none"> NHS and BHCC to scope and develop targeted responses. Also include Learning Disabilities Partnership. 	<ul style="list-style-type: none"> Improved health and wellbeing outcomes Reduction in gap in the employment rate between specific groups and the overall employment rate.
<p>FC3 Exploring innovation in food security</p>	Investigate how the council can use agricultural land holdings to further address food security and poverty issues within the city and the City Region. Consider how best to react to policies emerging from the Common Agricultural Policy (CAP)	Lead / Partners: BHCC, Brighton & Hove Food Partnership	<ul style="list-style-type: none"> BHCC officer time, building on capacity of Food Partnership. BHCC agricultural land holdings as a significant asset. 	<ul style="list-style-type: none"> Leadership from the council in developing innovative responses to food poverty challenges. Benefits for the most deprived groups.
<p>FC4 Encouraging Responsible & Sustainable Business Practices</p> <p>SEP Alignment Priority 1</p>	Build on and support the existing work of the Chamber and other organisations in making Brighton & Hove a more responsible business community. This includes supporting and scaling existing activities such as the Living Wage campaign, Social Enterprise Assist (SE-Assist). Explore a new shared CSR 'clearing house' to enable Brighton & Hove's SME community to pool resources and financial	Lead / Partners: Chamber, BHEP, workspace providers, businesses, business networks, University of Brighton	<ul style="list-style-type: none"> Build on support of existing activities and capacity of business partners such as the Chamber and BHEP. Potential for LEP / EU funding to delivery new support initiatives. 	<ul style="list-style-type: none"> More businesses signing up to responsible social & environmental practices. A better paid and more financially secure workforce and a reduction in reliance on in work benefits. Reputation of the city as an ethical place.

Action	Detail	Partners	Resources	Outcomes
	commitments to deliver more impactful projects and contribute to a fairer city.			<ul style="list-style-type: none"> • Adoption of more sustainable and responsible ways of doing business across the city.

Supporting Actions: A Sustainable City

Action	Detail	Partners	Resources	Outcomes
<p>SC1 Create a Circular Economy Framework, incorporating SDGs, to 2035 for priority sectors for the Brighton & Hove City Region</p> <p>SEP Alignment Priorities 1, 3, 4 and 6</p>	<p>The inclusion of UN Sustainable Development Goals will set the ambition, with Strategy defining the journey. Cities can play a pivotal role in creating an enabling environment through regulations and incentives, through collaborating with the private sector to explore the cross-sectoral synergies required to achieve a circular model. According to the European Union and OECD³, there are immense opportunities for public-private collaboration in achieving goals that might not otherwise be possible for cities to accomplish alone.</p>	<p>Lead Partners: Circular Brighton & Hove, BHCC, University of Brighton and the University of Sussex</p>	<ul style="list-style-type: none"> • Case to be made for further funding from LEP and Central Government. • Build on support of existing activities and capacity of business and other partners • Potential for LEP / EU funding to delivery new support initiatives. 	<ul style="list-style-type: none"> • Brighton & Hove recognised as one of the World's most established and progressive Circular Economy cities
<p>SC2 Establish Brighton & Hove as the UK's EV test bed</p> <p>SEP Alignment Priority 6</p>	<p>Support early adoption of electric vehicle technology in the city. Establish Brighton & Hove as the UK's test bed for electric vehicles through the creation of a dense network of charging points across the city and testing the impacts of this.</p>	<p>Lead: A Better Brighton, BHCC</p>	<ul style="list-style-type: none"> • Better Brighton and BHCC already investing in EV charging roll out. • Case to be made for further funding from LEP and Central Government. 	<ul style="list-style-type: none"> • Brighton & Hove recognised as the UK's electric vehicle capital. • Reporting back on the impact of delivery of dense network of charging points to influence UK conversation.
<p>SC3 Building infrastructure, water and energy, and environmental resilience,</p>	<p>Continue to work with Greater Brighton on the development of the Greater Brighton Energy Plan and Greater Brighton Water Plan to ensure that we</p>	<p>Lead: BHCC, Greater Brighton, C2C</p>	<ul style="list-style-type: none"> • Largely in-kind staff time / resource. 	<ul style="list-style-type: none"> • Longer term outcomes relating to water and energy security, and the productivity and

³ [Organisation for Economic Co-operation and Development \(OECD\)](#)

Action	Detail	Partners	Resources	Outcomes
including installing solar panels onto public buildings SEP Alignment Priority 3	have resilient infrastructure to support economic growth. Work with Coast to Capital LEP and South Downs National Park to influence the development of the new Environmental Land Management scheme for England, to maximise the benefit to our region and the delivery of economic and public benefits.			protection of rural and natural landscapes.
SC4 Support low-carbon growth and innovation through knowledge transfer from our universities SEP Alignment Priority 4	Build upon the strengths of our universities in clean/green growth, digital media, advanced engineering, quantum computing and life sciences and develop opportunities for growth and innovation in these sectors. Support a Science and Innovation Task Group to advise on how we establish the best environment possible for developing our science and innovation strengths Identify and support programmes of activity which connect the resources and expertise of the City's Universities and Colleges to ambitious companies large and small, including clusters across the city region. Support emerging science and technologies in line with the specialisms identified in the Innovation South Science and Innovation Audit such as life sciences, quantum technologies and quantum computing	Lead Partners: University of Sussex and the University of Brighton, BHCC, C2C Other Partners: City Skills for Productivity Commission, key sector and business representatives, Greater Brighton MET	<ul style="list-style-type: none"> • TBC 	<ul style="list-style-type: none"> • Increased opportunities for growth and innovation in the sectors of clean/green growth, digital media, advanced engineering, quantum computing and life sciences • Greater collaboration between delivery partners through a Science and Innovation Task Group • Increased activity around support programmes for large companies and SMEs in these sectors

Action	Detail	Partners	Resources	Outcomes
<p>SC5 Encouraging Responsible & Sustainable Business Practices including the development of a single-use plastics (SUPs) policy</p> <p>SEP Alignment Priority 1</p>	<p>Build on and support the existing work of partners across the city to deliver more impactful projects and promote the development of a circular and sustainable economy.</p> <p>This includes supporting and scaling existing activities such as helping businesses adopt policies and practices and sharing best practice and knowledge for reducing the use of SUPs and in tackling the plastic waste pollution problem.</p>	<p>Lead / Partners: BHCC, Chamber, workspace providers, businesses, business networks, University of Brighton</p>	<ul style="list-style-type: none"> • Build on support of existing activities and capacity of business and other partners • Potential for LEP / EU funding to delivery new support initiatives. 	<ul style="list-style-type: none"> • More businesses signing up to environmental practices. • Sustainable and responsible ways of doing business across the city.

Supporting cross-cutting actions to support disruption and innovation

Action	Detail	Lead Partners	Resource	Outcomes
<p>CC1</p> <p>Explore new funding models to encourage new ideas, participation, and innovation</p>	<p>Explore opportunities, new ways to support the testing of new approaches, and to enable local businesses to develop new solutions to city issues.</p> <p>This may include a mix of challenge prize and crowd-fund investment, directly linked to specific long-term challenges, and aiming to engage new people and groups.</p> <p>It may also include specific funding pots, such as an environmental innovation fund, to place Brighton at the vanguard of the local urban issues which will affect UK cities in the future. Initial focus could include food production and local growing, and local energy generation and security.</p> <p>It should also investigate new financial mechanisms such as Social Impact Bonds or new investment joint ventures</p>	<p>Lead: Brighton & Hove Connected and Civil Society leaders and partners</p>	<ul style="list-style-type: none"> Additional annual funding pot required for challenge prizes. 	<ul style="list-style-type: none"> More residents and partners engaging with city challenges and contributing ideas. Visibility of the city as a leader in disruptive thinking. Increased and more sustainable funding streams for local communities / neighbourhoods demonstrating genuine commitment to inclusive growth.
<p>CC2</p> <p>Social Value in Procurement</p>	<p>Embed social value in all public-sector commissioning and procurement and support the Civil Society Sector to be part of the market place in providing levers that incentivise a vibrant not-for-profit sector.</p>	<p>Lead / Partners: BHCC and public-sector partners</p>	<ul style="list-style-type: none"> BHCC officer resource to embed strategy and principles. 	<ul style="list-style-type: none"> Clear uplift in socio-economic outcomes levered from the private sector via public sector contracts e.g. apprenticeships, commitment to training, local employment,

Action	Detail	Lead Partners	Resource	Outcomes
				responsible practices, re-investment
<p>CC3 Develop new innovative approaches to delivery, planning and infrastructure</p> <p>SEP Alignment Priority 6, 8, 1, 5, 7</p>	<p>Explore new ways of using big data and innovation to enhance approaches to strategic planning and infrastructure delivery within the city and City Region. The Growth Planner Belfast pilot provides a good example of how multiple datasets can be consolidated to inform planning decisions to ensure that better and 'live' information is available to help strategic planning and decision making.</p>	<p>Lead: Brighton & Hove City Council, Greater Brighton partners, external partners such as Future Cities</p>	<ul style="list-style-type: none"> • Costs of research partners piloting new tools and systems. • In kind staff costs from City Council and Greater Brighton partners to collate intelligence. • Potential to access external funding from bodies such as Nesta and InnovateUK. 	<ul style="list-style-type: none"> • More coherency across the City Region and a more sophisticated and up-to-date understanding of planning needs. Long-term success on the extent to which delivery keeps pace with need.
<p>CC4 Establish a City Innovation Observatory</p>	<p>Work with universities and A Better Brighton & Hove, establish an observatory to monitor and reflect on the success of local innovation, feeding back publicly to improve delivery and to enhance the city's reputation as a leader. This should focus specifically on responses to the city's deep-rooted challenges and should test new approaches to data collection; embracing both bottom up community-based research and use of big data.</p>	<p>Lead: Sussex and Brighton universities</p>	<ul style="list-style-type: none"> • Resource required to set up the Observatory team, and to run specific research strands. • Potential to access external funding from bodies such as Nesta and InnovateUK where a strong innovation and social value cases can be demonstrated. 	<ul style="list-style-type: none"> • A clearer and more up to date understanding of the key issues facing the city: particularly community inclusion. • Robust understanding of the impact of new technologies and approaches in affecting change.