

Brighton & Hove Economic Strategy 2013-18



On behalf of **Brighton & Hove City Council** and
Brighton & Hove Economic Partnership

Executive Summary

Introduction

1. Many places claim to be unique or special. The City¹ of Brighton and Hove is truly both. One of the world's first seaside resorts, it is home to globally recognised icons such as the Royal Pavilion, the Palace Pier and the South Downs National Park. Famous for its vibrant, cosmopolitan lifestyle with a very strong arts and cultural offer, the City is also a major European business conference and tourist destination which attracts around 8.5 million visitors per year and supports established cultural activities such as the Brighton Festival, exhibitions and community based events.
2. The identity of the City is defined by its geography, framed by the Downs and the sea with a diverse built environment ranging from fine Regency buildings to Victorian terraces, post-war housing estates and office blocks. A world-class university offer provides a highly skilled workforce, which has fuelled knowledge intensive growth through a burgeoning Creative, Digital and Information Technology (CDIT) Sector. The City's strong economic asset base also includes emerging opportunities in environmental industries, the City's proximity to London, Gatwick Airport, two Channel ports within the City Region and good infrastructure links northwards.
3. Its diversity and distinctiveness gives the City a competitive economic edge. Recognised as 'the capital of the UK's rebellious alternative economy'² it has weathered the impact of the Global Financial Crisis and flat-lining national economy since 2008 relatively well – it is the 'third fastest recovering city' in the UK³ driven by the strong performance of the tourism and cultural offer as well as the maturing of the CDIT businesses. In comparison to elsewhere, financial and business services have held their own in the City and its largest private sector employer in this sector – American Express – has just confirmed its commitment to Brighton & Hove with the construction of 335,000 sq ft of new offices.
4. The city's heritage as the archetypal seaside town, the quality of its residential neighbourhoods, and its contemporary mix of small- and medium-sized businesses in the creative, cultural and tourism sectors together give it a particular character, identity and quality of life. These factors are critical to the city's attractiveness as a place to live, work, study and invest, and hence are key to the city's future local economic development. They must be cultivated in tandem with (rather than be displaced by) other sectoral and strategic managerial interventions in the city.
5. With the age of public sector austerity likely to continue for some time, Brighton & Hove City Council (BHCC) and the City's Economic Partnership (BHEP) commissioned this refresh of the City's Economic Strategy for the period 2013 - 18. The Strategy responds to prompting for more radical and practical action from local authorities and the wider public sector as lender and investor catalyst, with private sector co-investment and commitment. The constraints of the City's geography and the extent of the travel-to-work area, together with opportunities presented by the dynamics of the wider functional economy, mean that actions need to be applied across the City Region, working closely with partners through the Coast to Capital Local Enterprise Partnership (LEP). This collaboration will be nurtured to the benefit of all within the City and its surrounding area, building upon the potential 'City Deal' between the Government and the City Region.
6. Since its election in 2010, national Government policy has been refocused upon stimulating growth in the economy rather than targeting areas in need of regeneration. The LEPs have

¹ References to the 'City' should generally be taken to mean the City's functional economic area, or emerging City region, and not the administrative boundaries of Brighton & Hove City Council. This Economic Strategy focuses on the role of Brighton & Hove in the City Region and wider Coast to Capital Local Enterprise Partnership area, rather than being a document for formal adoption by the City Region Local Authorities.

² HSBC, *Future of Business* Report 2011.

³ Centre for Cities *Recovery Index* 2013

become a new mechanism for channelling available funding under private sector leadership and a new model of public-private collaboration. With a new EU funding round from 2015 also likely to be focused on growth in an era of austerity, this refreshed Economic Strategy will enable businesses in the wider City Region to position themselves to take best advantage of these policy shifts.

7. The Strategy looks in particular to chart a course towards a low carbon and more sustainable local economy – a future where all people in the City can lead fulfilling and healthy lives efficiently, working towards using a fair share of the earth’s resources. Brighton & Hove is the UK’s first city to develop and adopt a sustainability action plan which recognises opportunities for growth within the planet’s environmental boundaries: One Planet Living. The desire for a more environmentally and socially sustainable economy presents further opportunities for its businesses.
8. The Strategy sets out a number of objectives which seek to build upon the City’s economic assets and underpin the emerging City Deal, as well as address the challenges which remain:

Strategic Objectives

- SO1 To enhance Brighton & Hove’s distinctive destination and lifestyle offer**
- SO2 To grow quality jobs and business opportunities in higher value and low carbon sectors**
- SO3 To better align jobs skills to projected needs and in support of higher value sectors**
- SO4 To tackle barriers to employment and to create employment opportunities for all**
- SO5 To establish a strong and influential Greater Brighton City Region**

9. The Strategy’s Action Plan incorporates a realistically achievable number of transformational projects to drive the evolution of the City’s economy.
10. The Economic Strategy refresh has been steered by BHCC and BHEP and developed in consultation with stakeholders in the public, private and community/voluntary sectors. By working together, we can deliver an exciting vision for the future of a strong, prosperous, sustainable and attractive City.

The City today: assets, opportunities and challenges

11. A number of significant assets have been instrumental in helping the City to weather the recent economic storms. These assets fall within the following broad headings:
 - Strength in existing and growth sectors of the economy
 - Workforce creativity, skills and demographics
 - Factors relating to the geography and location of the City
 - Quality of life and ethos of the City

Sectors to drive growth

12. The City's economy is relatively diverse and predominantly a small-micro SME economy, which gives it a flexibility and dynamism. It has one of the highest business start-up rates in the country. Unfortunately, the rate of business failures is also high and this Strategy needs to ensure that clever and innovative support mechanisms are in place to help the City's entrepreneurs in the difficult period of sustaining and growing new businesses, especially those with high growth potential.
13. The sectors that most stakeholders consider to be important to the City's economy are culture, leisure and tourism and creative, digital and IT. The culture, leisure and tourism industry is important not just as a generator of jobs but also to the influx of leisure and business tourist income. This, coupled with one of the highest rates of engagement in culture amongst residents, underpins the great cultural and artistic offer. The City's overall quality of life offer as a result is enhanced, making it a great place to invest – it was named the third best place to invest in 2012⁴ - and this, together with factors such as its popularity on the annual party political conference scene clearly enables it to punch above its weight.
14. Helped by the weakness of sterling over the past five years, the city's tourism offer has attracted a strong weekend break market but it also has a large number of language schools which, together with overseas students at the two universities, bring significant 'education tourism' to the city; one of the major 'exports' - Brighton & Hove also enjoys a niche for companies involved in outbound tourism some of which have turnovers in excess of £100m p.a. The city's tourism offer is quite diverse with a range of attractions from the typical to the unique and a wide spread of hotels from budget to five star and more restaurants per head of population than anywhere outside London and a particular strength in vegetarian and vegan establishments. With the South Downs National Park on the doorstep and the possibility of international Biosphere Reserve status, there is good potential to grow the market for eco-tourism locally – converting what is often seen as a constraint upon growth, the South Downs, into an advantage.
15. There are further opportunities in the arts and culture through a significant cluster of film related activities in the City (Hove is known as the 'birthplace of film'); and music businesses based upon successful initiatives such as Made in Brighton and The Great Escape, a leading international European music industry conference and expo which takes place in Brighton each May.
16. Whilst numbers employed in CDIT are currently low compared to other sectors, these are generally high skill jobs and they have played an important part in the broadening of the City's economic base and in increasing its international profile. It is also a sector that has significant further export potential and the ability to contribute to the Coast to Capital LEP's internationalisation strategy. The relative contribution of digital companies is growing at over twice the national average and there is significant further growth potential, fuelled by a ready supply of graduates.
17. The City's financial and business services sector has experienced some decline in response to the national and global trends. However, it has held up stronger than in many comparable cities and will continue to play a significant role in the future economy of Brighton & Hove, principally through the contribution of many small & medium sized businesses.
18. The City's economy is also well positioned to take advantage of the growth in the environmental industries sector, by virtue of existing clusters of companies, world class expertise at the two universities and an environmentally aware resident and business population. Cross-City support for environmental initiatives, championed by the City Deal process, could lever growth in this sector, particularly by exploring synergies with CDIT and learning the lessons from its rapid growth and indeed the many success stories already in this sector. There are also potential synergies between the environmental industries, Brighton University's internationally renowned

⁴ Brighton & Hove was identified by the Local Futures Group as the third best local authority area to invest in, research published in December 2012.

Centre for Sustainability of the Built Environment and the local SME construction subsector, through the extensive retrofit challenges faced by the city's aging and hard-to-treat private sector housing stock. Similarly there are opportunities to promote the refurbishment of outdated office stock, much of which was built in the 1970s and 1980s, offering the opportunity to reduce carbon footprint via a more environmentally sustainable solution than demolition and rebuild. Although Brighton & Hove doesn't have the potential to exploit the full range of environmental industries, it has these existing distinct strengths in sustainable buildings to capitalise upon.

19. There is evidence of clustering in a number of emerging sectors across the City region, such as environmental industries including renewable energy generation and its supply chain at Shoreham Port. The Strategy seeks to support growth of these clusters in particular through a network of growth hubs as promoted by the proposed City Deal.

A highly qualified workforce

20. The existence of two good universities with high graduate retention has meant that the City has a well-qualified workforce in comparison to the region (it was recently named number one for skills and qualifications by Municipal Journal⁵) and national averages, and the projected change is for a reinforcement of this trend. Workforce skills levels are a significant asset to the City and give it a competitive advantage compared with many other similar places as well as an ability to drive growth in the emerging and high-growth sectors which depend on highly skilled employees: the concept of knowledge intensive growth.

Geography of the City: Brighton & Hove in the wider world

21. The City's functional economic area extends well beyond its administrative boundaries (see figure 1) and this, together with public sector funding restraint and the new landscape for economic development, is driving co-operation with neighbouring local authorities and with the Coast to Capital LEP. The momentum building behind the emerging Greater Brighton City Region will be fundamental to future success of the City's economy and enable it to contribute significantly to UK economic growth. The willingness to cooperate is already evidenced by initiatives like the newly agreed City Deal (see below), the work to establish an international Biosphere Reserve and the Shoreham Harbour joint area action plan promoted by Brighton & Hove City, Adur District and Worthing Borough Councils. There are also supportive working relationships with East and West Sussex County Councils in relation to Energy Recovery Facilities and a Local Transport Board.
22. The Greater Brighton City Deal proposal aims to deliver significant additional economic growth by unleashing the city region's productivity potential in the eco-tech sector. Stronger links will be sought between the universities' research and development expertise and businesses in the sector. The experience of growth in the Creative, Digital and IT sector will be capitalised upon in this respect. It will aim to increase the supply and quality of modern business space, particularly incubator / grow-on space for SMEs and provide a programme of bespoke support and advice to business. A boost will be sought to housing provision across the City Region and an Investment Board will seek to leverage public and private sector funding to grow the City's economy along these priority lines.
23. If Government agrees to the City Deal programme, there will also be a generic package which will apply. Together these will present significant growth opportunities for the City's businesses, whether start-up, existing, or potential relocations to the area.
24. Figure 1.1 outlines some of the key attributes of Greater Brighton City Region including proximity to London Gatwick airport, the ports of Newhaven and Shoreham; opportunities in renewable energy production and maintenance; and, extensive, prosperous and attractive rural hinterland.

⁵ Municipal Journal, 7 February 2013.

Figure 1.1 : The Greater Brighton City Region and its assets



Greater Brighton City-Region

- Digital Quarter
- Preston Barracks Gateway
- University of Brighton
- University of Sussex
- Cleantech University Technical College
- Brighton & Hove and Lewes Downs
- UNESCO Biosphere Reserve
- Rampion Offshore Windfarm
- Toad's Hole Valley
- One Planet Living Demonstration Project
- Brighton Station
- Rail Infrastructure
- Road Infrastructure
- Port
- Airport

Quality of life and ethos of the City

25. The environment, cultural, tourism and leisure offer as well as the geography of the City combine to give a quality of life of which its residents are proud. The existence of the universities and their student population further contributes to both quality of life and ethos of the City. Cultural disciplines, science and applied technology through the universities assist in fusing the creative with the IT sector and are part of what creates the distinctive offer of the City and its value in making it a great place to locate and invest.
26. Brighton & Hove's business community and political leaders embrace its reputation for being different, seeing it as an asset to be exploited in growing the economy and are prepared to use that reputation to promote the City to the outside world.

Opportunities of a more sustainable, low carbon, economy

27. A more sustainable economy would mean more of our needs met from local, renewable and waste resources, giving people a high quality of life and using a fairer share of the earth's resources. This could include:
 - Developing the imperatives of energy security, resource efficiency and affordability into jobs and new investment for neighbourhoods, the city as a whole, and the wider City Region;
 - Encouraging businesses in the City Region to reduce carbon in their supply chains and develop more local relationships to create economic opportunities and jobs;
 - Creating more opportunities for employment at all skills levels in the city, to enable local people to participate in economic activity where they live.
28. The Coast to Capital LEP's analysis and strategic focus is focused on high growth and export orientated businesses. These complement the City Region's growth sector potential which includes:
 - Creative, Digital and IT;
 - Globally competitive eco-tech businesses (technologies and services);
 - An emerging sustainable tourism and eco-tourism offer;
 - Advanced Engineering;
 - Financial and Business services;
 - Health and life sciences;
 - Multi faceted research and development capacity with strong cross over between academic and commercial sectors;
29. Other opportunities to accelerate the transition to a more sustainable, low carbon economy include:
 - Smart City management systems that improve the quality and delivery of public services at an affordable cost;
 - Smart systems that reduce transport congestion, pollution and are energy efficient;
 - Technology innovation which reduces the need to travel; and

- Low carbon supply chains, particularly in food and construction.
30. Continued close collaboration with the LEP will therefore benefit business within the Brighton City Region.

Some challenges remain

31. Although there are many assets and opportunities which can underpin growth of the City and City Region's economy, there are also some challenges which must be addressed, as some residents continue to face inequality and worklessness. Child poverty, although no higher than the national average, is unacceptable in a city of opportunity.

Skills

32. The high skills level of graduates has resulted in some people working in roles for which they are over-qualified (sometimes characterised as 'baristas with PhDs') and often not by choice. Coupled with fewer requirements for middle range skills there is less opportunity than elsewhere for people to increase their income as a result of gaining better jobs by upskilling. Of course, the presence of highly qualified employees per se is a good thing – so the effort must be addressed at providing a range of jobs for a range of qualification and skill levels.
33. Despite significant improvement in 2012, there is a need to continue to raise the educational attainment levels of school leavers in the City in general which will also assist in the process of placing people in roles appropriate for their level of skill.

Equity

34. Challenges remain in relation to equity in the economy: in tackling inequality and 'worklessness', including addressing barriers to employment. This is a key priority for the City and details of the actions taken are set out in the City Employment and Skills Plan, the Child Poverty Commissioning Strategy and the Financial Inclusion Strategy.
35. Further initiatives to address equity include the Brighton Living Wage campaign and renewing Fair Trade City status.

Geography

36. The geography of the City presents challenges in terms of movement of people and goods - in particular along the critical east-west axes across the City Region. Bus patronage has risen at an average of 5% p.a. every year for the past decade but improvements in terms of real-time information, dedicated bus priority lanes and service enhancements must continue or congestion will inevitably become even more of an issue as the economy grows. The business community views congestion as one of its top concerns and the City's Transport Partnership will need to work effectively to maximise resources for investment and generate efficiency savings.
37. Many actions can only be taken at City Region level or higher so maintaining a close working relationship with the Coast to Capital LEP will be particularly important – especially given the devolution of Department for Transport major scheme funding to Local Transport Boards from 2015 and with £36.3m provisionally available to the LEP for the period 2015/16 – 2018/19.

Housing stock

38. The City faces particular challenges in terms of quantity, supply, affordability and quality of housing stock. It is much more likely to be older, in private tenure, in the form of converted flats, and 'hard to treat' in terms of energy efficiency than the national average. This presents a major opportunity for retrofit for construction SMEs, a critical subsector with growth potential, and would

generate many positive outcomes – employment for a highly-skilled workforce, a response to the socio-economic challenges of energy policy and cost; and, in moving along the path to a low carbon economy.

39. The constraint of housing supply also presents real barriers to labour market mobility and restricts the supply of people to take up new job opportunities, driving up the cost base for the City's workforce and holding back growth in the economy. However, it is important to protect employment land for the significant loss of such sites could risk the City becoming a dormitory town for London commuters.
40. The shortage of land within the administrative boundary requires careful allocation and strategic use of every potential development site. With a limited legacy of derelict or vacant sites, the natural boundaries of the South Downs National Park and the sea effectively define and limit the outward expansion of Brighton & Hove. Therefore, the City Plan [Core Strategy], the blueprint for the next 20 years of development, proposes a delicate balance between housing and employment space. It will be important to view separate sites in a holistic way so they can be developed strategically to maximum advantage and provide for a mix of homes to support the growth and maintenance of sustainable communities, to facilitate growth in the economy and make provision for other essential development such as retail and leisure, health, education and other community facilities. The City Plan seeks to do this in a way which respects and enhances the historic, built and natural environment of the City.
41. Similar constraints to development across the City Region mean that there are unlikely to be easy solutions to these issues. In common with the national trend, development is further hampered by the difficulty of accessing finance, or punitive rates charged by lenders.

An Economic Strategy for Brighton 2013-18

42. The Strategy set out below was shaped by the analysis of assets, opportunities and challenges set out above, informed by Government and local policy as well by the emerging collaboration at the City Region level particularly through the City Deal.
43. The Vision for this Economic Strategy is as follows:

Vision for 2018

Brighton & Hove will be on the path towards a resilient low carbon economy, known for its creative, digital, information technology businesses, growing environmental industries & services and supported by more sustainable city infrastructure. The unique cultural offer will raise the presence of the Greater Brighton City Region on the international stage and the benefits of growth will be shared by all.

How do we get there? The strategic objectives

44. In order to deliver this Vision the Strategy is broken down into the five strategic objectives which are set out in the introduction. For each of the strategic objectives, we provide below a summary description of what success might look like in 2018. The action plan which accompanies this Strategy contains a suite of projects which will enable the Strategy's objectives to be reached, with the course to success measured by a performance monitoring framework.

SO1 To enhance Brighton & Hove's distinctive destination and lifestyle offer

45. Brighton & Hove's distinctive destination and lifestyle offer is its USP. It is why people want to live in Brighton & Hove and is the basis of creating a city with the skills and investment to deliver economic growth and prosperity. Quality of place therefore matters. Investment in Brighton & Hove's assets and infrastructure needs to continue, to reflect the importance of culture, leisure and tourism whilst broadening the offer - along with developing an international reputation in the environmental industries and providing support for the 'alternative' entrepreneur, as well as social and co-operative enterprise.

What would success look like?

46. Brighton remains a popular place where people want to live;
- All sectors of Brighton's economy have grown and in particular contributions from creative and digital, environmental industries and advanced manufacturing in the wider economic area;
 - The visitor economy continues to thrive, including year-round conferencing, festivals and eco-tourism focused on the South Downs National Park and the Biosphere Reserve;
 - There are more corporate / blue chip occupiers in the City, both headquarters and R&D divisions without losing the independents;
 - There is a robust and real-time evidence base supporting, monitoring and reporting on the City's key quality of life and sustainability indicators; and
 - There will be several iconic developments in place and the highest quality seafront offer will be 'stretched' from the West Pier location through to the Marina.

SO2 To grow quality jobs and business opportunities in higher value and low carbon sectors

47. Under this objective, priority actions will aim to ensure that the economy is driven forward by growth in stronger sectors including specific environmental industries, benefitting from linkages with CDIT and the establishment of a network of growth hubs as envisaged in the City Deal. Business to business and business to customer infrastructure technology and 'know-how' will be strong and growth further facilitated through bespoke business support and mentoring programmes. The potential to grow 'green' business will target growth of the environmental industries sector but equally attempt to broaden the appeal to mainstream business, particularly the construction sector associated with residential and office retrofit. Actions will seek to ensure that there is sufficient high quality office space to meet the need identified in the City Plan and the Employment Land Study Review 2012.

What would success look like?

- Growth in the environmental industries sector has led to the City having an international reputation for low carbon industries based on their high performance and with mainstream business benefitting from spin-off 'greening' of its activities (and cost savings as a result);
- Businesses large and small have embraced the need to reduce their carbon footprint, improve their resource efficiency and are actively engaged in initiatives to do so;
- Research and development activities led by the universities have resulted in spin-off companies being established and a burgeoning cluster in the life sciences;

- New incubator space, business support and mentoring have improved the survival rate of new business;
- The local SME construction sector has been stimulated by the scale and urgency of the city's retrofit challenge, and has expanded, deepened its local supply chains and improved skills; and
- The office stock is rationalised and modernised to meet growth business needs at higher standards of energy and carbon efficiency and with fewer vacancies.

SO3 To better align jobs skills to projected needs and in support of higher value sectors

48. The city has a highly skilled workforce and this is one of its key assets. The strategy will seek to further develop these high level skills as the skills of the workforce and technical expertise in a City region are the most important drivers of knowledge-based industry business location choices. The strategy must also ensure there are jobs to match the skills of the workforce and actions will attempt to address the issue of people working in jobs below their skills levels—placing graduates in graduate level jobs, for instance. But skills development is a factor to raise workforce productivity and increase personal income throughout the occupational spectrum and further measures will seek to provide a range of opportunities at all levels – for example in upskilling for the low carbon economy through retrofit and similar projects.

What would success look like?

- The City remains a key business investment location nationally because of its highly skilled workforce and inward investment flows from this recognition;
- There is a closer alignment of post-graduate qualifications with the skills needs of industry;
- There is a greater range of employment opportunities with lower unemployment and under employment; and
- Fewer people are employed in jobs below the level of their qualifications.

SO4 To tackle barriers to employment and to create employment opportunities for all

49. Under this objective, the aim will be to ensure that all residents can benefit from growth in the City's economy, thus reducing inequality. Targeted measures will seek to continue the rise in educational standards of school leavers, ensure that basic skills levels are higher and address worklessness and the implications of the introduction of the universal benefit cap. Much of this is already being addressed through the City's Employment and Skills Plan and other strategies and the Economic Strategy recognises the critical role of such activity in delivering growth for all the City's residents. There will be more support for carers who want to work and investment to improve travel to work across the City Region.

What would success look like?

- Educational providers strive to continuously drive up attainment across the board;
- Schools and educational facilities have been improved and attainment raised to beyond the national average; and
- There is greater equity in the City, including fewer people living in poverty, support is available for people in accessing employment, such as those with caring responsibilities, the long-term

unemployed, people with physical and mental health issues, and other people that currently experience discrimination in the labour market.

SO5 To establish a strong and influential Greater Brighton City Region

50. Many of the opportunities and challenges require addressing at the level of the City Region – for example in providing land for a balance of employment uses, housing and infrastructure solutions. However, across the City Region there are significant environmental, landscape and infrastructure constraints to development, particularly in the central part of the City Region. Actions under this measure will therefore seek to strengthen the capacity of the emerging City Region institutions and to develop a City Region-wide approach to investment funding and programming.

What would success look like?

- The economy as a whole has grown and GVA exceeds the [regional and] national averages;
- Key strategic development sites identified in the City Plan are well into the delivery phase, including Toads Hole Valley, Preston Barracks and Circus Street, leading to a sharp rise in housing delivery;
- The Biosphere Reserve and South Downs National Park stimulate development of the City Region's offers particularly in terms of a world-class environment, tourism and food;
- Collaboration is mature and effective across the City Region and with the LEP. It transcends changes in political administrations and has resulted in a successful City Deal programme and unlocking of funding including the EU Structural Funds and the Single Local Growth Fund from 2015; and
- The 'feel good' factor is high and people are even more proud to live and work in the City.

Developing the Action Plan

51. Consistent with the City Deal proposal, this strategy identifies the environmental industries sector and the goal of creating a more sustainable city through the use of smart technology, as keys to success. However there is no-one 'silver bullet' which will deliver this success. Rather the action plan seeks to deliver on the strategic objectives of the strategy through a range of improvements which in aggregate add up to a winning transformation - what Sir Dave Brailsford, Director of British Cycling, has termed the 'aggregation of marginal gains':

"... small improvements in a number of different aspects of what we do can have a huge impact to the overall performance."⁶

52. Many of the initiatives necessary to achieve these often small but in aggregate transformational improvements are already in play and covered by existing strategies such as the City Employment and Skills Plan and the Sustainability Action Plan. The actions set out in this refresh of the City's Economic Strategy focus upon a more limited series of actions or projects and in particular a small set of project proposals which could be genuinely transformational for the City's economy. A range of possible existing and new project ideas was drawn up as set out in Section 5.1.

⁶ <http://www.youtube.com/watch?v=uCXz2EAVwd0>

Prioritising the short list

53. A prioritisation framework (see Appendix D) was then applied to the projects in the long list in order to arrive at a short list of transformational projects which form the focus of the action plan. The criteria in the prioritisation framework include the following:

- Fit with strategic objectives including sustainable development;
- Desired focus on 'transformational' projects not already being taken forward;
- Outputs and outcomes;
- Potential funding sources, leverage of private sector investment and value for money.

54. From the application of this framework, the following shortlist was agreed:

Shortlisted Projects

Strategic Objective	Project Description
SO1	Ongoing investment in internationally competitive conference facilities
SO2	Business & Innovation Support
SO2	Eco Tech Growth Hubs
SO3	City Region Skills Escalator
SO4	Citywide Maths Project
SO5	City Region Investment Board

55. There is a detailed proforma at Appendix E setting out the proposed scope of the shortlisted projects, deliverables, outputs and outcomes, funding (including potential leverage) and fit against strategic objectives, including environmental sustainability.

56. These projects have the greatest scope for transformational impacts upon the City's economy. Coupled with the projects in the long-list and the range of existing initiatives covered by each of the five strategic objectives, the City's economy will grow to meet the opportunities and rise to the challenges it faces in the coming five years. At the end of the period, the economy will be stronger and more sustainable. Brighton's residents will be wealthier, there will be less inequality, skills levels will have been raised and collaboration across the City Region will have increased to the benefit of all.

57. The longlist of projects is set out overleaf.

Longlist of projects

Strategic Objective	Project Description	Outcome	Contribution to economic sustainability
SO1: - To enhance Brighton & Hove's distinctive destination and lifestyle offer			
SO1	Ongoing investment in internationally competitive conference facilities to protect and enhance conference business within the City.	Ongoing internal improvements to reduce energy costs and improve environmental performance of the existing facility. Option analysis to be undertaken in respect of a new facility, should long term funding be identified.	Conference facilities within a high performing venue operating according to a sustainable business model that will continue to meet the needs of future UK and International conference delegates arriving in the city.
SO1	Support the infrastructure and business growth elements of the seafront strategy particularly the arches redevelopment by the i360	New business opening and jobs at a key site on the seafront	New affordable and flexible commercial business space
SO1	Development of a year round programme of events that supports a year round visitor offer	A full year's events programme offering more consistent jobs opportunities within the sector	All new events will be impact assessed against sustainability standards
SO1	Reinvigorating the Royal Pavilion Estate	Creating a coherent RPE to enhance understanding & appreciation of the Estate and deliver a unique mix of cultural experiences	Long term sustainability of the historic buildings and estate
SO1	Film City. Joint initiative between the city council and the University of Brighton to bring together the significant cluster of film related activity in the city	Increase employment in film media and related sectors	Building the cluster will help to attract new business and therefore sustainable jobs
SO1	<i>Made in Brighton:</i> Music industry focussed around maximising the opportunities for local music business	Establish Brighton as a centre for music and develop local sector	Building the cluster will help to attract new business and therefore sustainable jobs

Strategic Objective	Project Description	Outcome	Contribution to economic sustainability
SO2: - To grow quality jobs and business opportunities in higher value and low carbon sectors			
SO2	Business & Innovation Support	CDIT sector job growth	Job growth in low carbon sectors
SO2	Eco Tech Growth Hubs; a network of growth hubs to support high growth sectors, linked to University specialisms	Increased employment in eco tech sectors, contribution to sector GVA, closer collaboration between Universities & businesses	Growth in low carbon sectors working with the city's universities to plan for future environmental industries business growth
SO2	Circus Street redevelopment, including new university library and teaching building	New office floorspace to accommodate higher value sectors	Development in accord with OPL principles
SO2	Environmental Industries Umbrella Group	Increased employment in eco tech sectors,	Growth in low carbon sectors
SO2	Universal retrofit of energy efficiency measures, including Green Deal approach	Increase employment in construction sector; improved quality of housing and office stock; reductions in fuel poverty	Reductions in CO2 emissions and utility bills
SO2	Business Resource Efficiency	Lower utility bills and increased demand for local eco tech products and services	Reductions in CO2 emissions; improved resource efficiency
SO2	Sustainable Materials	Reductions in waste and procurement costs; improved resource efficiency	More sustainable procurement
SO2	Sustainable Energy Generation	Improved resilience to energy price rises	Reduction in CO2 emissions
SO2	Local & Sustainable Food Production	More local food processing, more jobs, better quality food	Reduction in food miles, CO2 emissions and other environmental impacts
SO2	Local Food economy	Boost to independent food sector, visitor economy & jobs,	Reduction in CO2 emissions and environmental impacts

Strategic Objective	Project Description	Outcome	Contribution to economic sustainability
SO3: - To better align jobs skills to projected needs and in support of higher value sectors			
SO3	Fully integrated skills & employment pathway for people of all qualification levels	Business led skills provision will drive economic growth and improve productivity across the workforce	Fully integrated skills & employment pathway for people of all qualification levels
SO3	The Green Growth Platform (GGP) will provide the intellectual infrastructure required to foster sustainable economic growth in Sussex.	Healthy innovation ecosystem, address strategic skills shortages and ensure that Low Carbon Environmental Goods and Services (LCEGS) sectors achieve the high growth rates predicted for the sector	Support the growth of City region SMEs operating in LCEGS sectors
SO3	City Employment and Skills Plan. Umbrella plan for skills provision activity across the city	Raising Skills and Employment across the city	Fully integrated skills & employment pathway for people of all qualification levels

Strategic Objective	Project Description	Outcome	Contribution to economic sustainability
SO4: To tackle barriers to employment and to create employment opportunities for all			
SO4	Raising Achievement in Maths' - enhancing a city wide project to address an identified area of weakness by placing maths in more applied contexts particularly in relation to business and enterprise	Citywide increase in pupil attainment at key stage 4	Improved employment for local people leading to greater equality in the labour market
SO4	Living Wage Campaign: Increase uptake amongst businesses	Higher proportion of B&H businesses adopting the living wage standards	Increased social equity and a measured contribution to tackling inequality
SO4	City region oversight of regionally contracted training provision to better target resources towards residents and local employment	Jobs growth and sustainable jobs for local people	Increase in local jobs thereby reducing commuting costs and environmental impact

SO5: To establish a strong and influential Greater Brighton City Region			
Strategic Objective	Project Description	Outcome	Contribution to economic sustainability
SO5	Unlock key development sites to create business development and innovation space	New Innovation space in the New England Quarter and Preston Barracks	Innovation spaces will support knowledge intensive sector growth
SO5	Unlock development sites to address housing commercial development needs and grow the City's economy	Investment secured for Patcham Court Farm, and the King Alfred Leisure Centre	Sustainable business growth and jobs
SO5	Establish the City Region investment Board	Secure investment for infrastructure development and training	New sustainable approach to investment combining central and local authority assets with LEP and other private sector investors in order to unlock development
SO5	New Homes for Neighbourhoods	New homes on council owned land and estates	Highest standards of sustainability

Final shortlisted projects

Strategic Objective	Project Description	Outcome	Contribution to economic sustainability
SO1: - To enhance Brighton & Hove's distinctive destination and lifestyle offer			
SO1	Ongoing Investment in internationally competitive conference facilities to protect and enhance conference business within the City.	Ongoing internal improvements to reduce energy costs and improve environmental performance of the existing facility. Option analysis to be undertaken in respect of a new facility, should long term funding be identified.	Conference facilities within a high performing venue operating according to a sustainable business model that will continue to meet the needs of future UK and International conference delegates arriving in the city.
SO2: - To grow quality jobs and business opportunities in higher value and low carbon sectors			
SO2	Business & Innovation Support	CDIT sector job growth	Job growth in low carbon sectors
SO2	Eco Tech Growth Hubs; a network of growth hubs to support high growth sectors, linked to University specialisms	Increased employment in eco tech sectors, contribution to sector GVA, closer collaboration between Universities & businesses	Growth in low carbon sectors working with the city's universities to plan for future environmental industries business growth
SO3: - To better align jobs skills to projected needs and in support of higher value sectors			
SO3	City Region Skills Escalator	Fully integrated skills & employment pathway for people of all qualification levels	Business led skills provision will drive economic growth and improve productivity across the workforce
SO4: To tackle barriers to employment and to create employment opportunities for all			
SO4	Raising Achievement in Maths' - enhancing a city wide project to address an identified area of weakness by placing maths in more applied contexts particularly in relation to business and enterprise	Citywide increase in pupil attainment at key stage 4	Improved employment for local people leading to greater equality in the labour market

SO5: To establish a strong and influential Greater Brighton City Region			
SO5	Establish the City Region investment Board	Secure investment for infrastructure development and training	New sustainable approach to investment combining central and local authority assets with LEP and other private sector investors in order to unlock development