

CITY OF BRIGHTON & HOVE

A REFRESHED STRATEGY FOR THE VISITOR ECONOMY

2008/2018



VERSION 3 April 2008

FOREWORD

Tourism has driven how this city has developed over the last 250 years.

From the arrival of early visitors on the back of Dr Russell's book on the benefits of seawater, to the Prince Regent and his fashionable entourage. Through the arrival of the railway and the development of Victorian piers, hotels, theatres and attractions right up to the development of the Brighton Centre 30 years ago.

The city has always been about tourism and it is inconceivable that it won't continue to play a big part in the future of the city.

Tourism must bring benefits to local people through employment and the variety of experiences that make this such a great place to live. We need our visitors of the future to contribute to the sustainable development of the city. We need to give visitors a warm welcome that tempts them here and keeps them coming back.

Currently valued at over £407m, the Tourism Economy has to grow in real terms to help the City and its residents benefit. But with nearly 60% of that money coming from just 17% of our visitors, we have to be focussed and targeted on attracting visitors that truly benefit the local area.

This strategy provides a roadmap behind which businesses, communities, public sector, regional and national agencies can unite to positively shape the development of Brighton & Hove, the destination.

April 2008

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2. SETTING THE SCENE

Strategic Background & Policy Context

The Strategy for the visitor economy has been developed in the context and in parallel with a number of national, regional and sub regional priorities. The following policy principles underpinning this Strategy for the visitor economy are aligned with the key policy frameworks (full list and summary of each strategy is attached as Appendix A).

Policy Principles Underpinning the Strategy

A. The importance of establishing a comprehensive long term vision for the role of tourism at the local level. The vision needs to be embedded in the community strategy, the local tourism strategy and the Local Development Framework. Therefore an integrated approach is needed (South East Plan).

B Good design is also a key element in achieving development which is sustainable and the Guide advises that tourism developments should be designed to be physically accessible, socially inclusive, a positive contribution to the host community, safe and healthy and attractive. (Good Practise Guide on Planning for Tourism)

C Choosing sustainable options depends on not making sacrifices in time, cost, and quality and it must be made easier to make sustainable choices provided it doesn't compromise on cost, time and quality. (Visit Britain)

D Future policy direction will need to focus on greater flexibility in policies, directing new hotel development to city centre, proactively directing hotel development to key sites. Also continue to protect existing hotel and guest accommodation. A Core Area could have a role to play in protecting existing hotel clusters. Finally, tightening up of policy and procedure in relation to change of use applications, and policy support to encourage upgrading of existing accommodation. (Hotel Futures Study)

E Under the Promoting Enterprise and Learning Priority the strategy states the following actions:

- Improve facilities and cultural opportunities for visitors, maintain and enhance the environment, including the magnificent South Downs, designated to become a National Park, ensure visitors' safety, improve transport and better market Brighton & Hove
- Develop a Cultural Quarter Framework to enhance the area's viability and sustainability
- Develop a set of local indicators concerning involvement in cultural activities
- Ensure all public sector planning considers the needs of visitors as well as residents to secure sustainable long-term benefits for tourism employees. (The Sustainability Community Strategy: 2020 Partnership)

F Three of the proposed revised Spatial Objectives of the Strategy are of particular importance to the Tourism Strategy:

- Enhance and maintain the distinctive image and character and vibrant, varied heritage and culture of the city to benefit residents and visitors and support the role of the arts, creative industry and tourism sector in creating a range of high quality facilities, spaces, events and experiences.
- Enhance the seafront as a year round place for tourism, leisure, recreation and culture whilst respecting the coastal environment.
- Develop Brighton & Hove as a major centre on the South Coast for business growth, retail, tourism and transport. (Core Strategy (Revised Preferred Options))

Brighton & Hove Tourism Strategy 2004 - 2014

The existing Strategy, published in 2004 by both the City Council and the Brighton & Hove Economic Partnership provided a Strategic Framework based on five principles to ensure tourism is sustainable. These included:

- That the tourism industry should be profitable
- That visitors should have a positive experience
- That local people should benefit from tourism
- That the city's environment should be protected
- That the city's tourism must develop

The document set out a 10 year vision for the city as a tourism destination. A number of significant achievements have been made against the five principles (and the five keys to success). However several issues remain relevant and will be carried forward in this refresh of the Strategy. Examples of some of the achievements include the success in achieving blue flag status, environmental improvements to key locations such as New Road and Pool Valley, the Introduction of a Business Improvement District (BID) to the North Laine area and the new Christmas lights for the city, new hotel developments and improved marketing of the city.

Current Trends: the Challenges and Opportunities

Tourism Today

Like many coastal locations in the UK, the local economy does depend on the visitor economy and despite the increasing competition within a global market, the city region has fared well in comparison to other areas. The time is right to capture some great opportunities for the city. There are transformational plans underway with a number of major projects about to be delivered but the city must maximise the potential of the existing assets and improve the basic and fundamental elements of the visitors' experience. The opportunity now is to develop a sustainable tourism offer and encourage a responsible sector ensuring maximum local benefit and positive impact for visitors, businesses and residents alike.

There has been considerable investment in the tourism product of the city in recent years, improvements in the city's bedstock and a number of environmental improvements such as those to New Road. Further planned developments include the refurbishment of Pool Valley, the redevelopment of the Brighton Centre, the King Alfred development and the i360 development.

Capturing Key Market Trends

Some of the key messages and important tourism market trends for Brighton & Hove are as follows. These have been divided into international, national and local trends.

International & National Trends

No-frills carriers are now a major factor dictating how European cities perform as tourist destinations. More than half of the 34 European Travel Commission-member countries admitted that getting or maintaining no-frills flights is central to their future tourism success. (World Travel Market UK & European Travel / IPK International).

Visiting Friends and Relatives and Business Tourism are the biggest growth areas in global tourism, having grown respectively by 249% and 219% in the last 20 years. (Yellow Railroad 2006). Business tourism has accounted for much of the recent growth in UK tourism and is responsible for some 29.6m trips and £9.3bn spend in England.

Conference delegates spend on average 2.5 times as much as leisure visitors and 40% indicate that they will return to a destination as a leisure visitor if an area has appealed to them (Liverpool Tourism cited in Davidson and Rogers 2006).

Key consumer trends identified by the Henley Centre in 2006 include:

The UK is now in the experience economy. We are 55% better off than 1990 and high levels of service and unique experiences are now key drivers for travel. This is intensified by an ageing population.

People aren't short of time anymore - **they are short of energy.** As a result people are increasingly turning to nature as relief from complexity and clamour of life. Increase in single households and multi-households. Friends are now becoming as important as family.

Networked society. 70% penetration of mobile phones. 58% have internet at home – the **importance of the internet** as a communications medium.

Urbanisation of culture - **cities are trendy again.**

Other key trends include people being more **environmentally and socially aware**, attempting to simplify life, and an increase in shared experiences such as community events.

In terms of travel needs, people are increasingly searching for something **authentic, undiscovered, distinctive**, or new activities and challenges. Other key travel motivations are to escape, and have unique experiences.

Domestic Trends

There were 121 Million domestic trips with an estimated total value of £20.6 billion. **Average spend per night is £82**, and average trip spend is £183. (VisitBritain 2005). Slow growth is forecast in the short-term.

40% of domestic breaks are Visiting Friends & Relatives (VFR), 43% are holidays. 72% stay 1 – 3 nights, 30% trips are between July and September. VFR is the fastest growing market.

Domestic breakers are most likely to select a destination due to previous experience (50%), advice from friends and relatives (47%), and the internet (46%). The most popular channel for sourcing accommodation is the internet (49%).

Domestic holidays are decreasing, domestic short breaks are increasing. 50% of UK adults took a short break in the UK, this is up from 44%. (Yougov May 2006).

VisitBritain City Break research 2005:

Younger groups are most interested in city breaks, older groups are interested in countryside followed by coastal breaks.

Majority of city break takers are couples but also groups – 31% of holidaymakers visited cities in groups. 25 –34's are currently the main target group for city tourism but 20-24 and 55-64 age groups are on the increase.

Pre-family, no-family, retired age groups are most likely to go on city breaks. 80% of city visits consists of 3 nights or less – so stay is shorter – but spend is higher!

Most important aspects of a city destination is a 'sense of place' or unique atmosphere or personality that is created by the combination of people, buildings, famous icons, locations, nightlife and history.

Recent research by EnjoyEngland identified **important factors for domestic visitors as unspoilt countryside, beaches and coastline, quality of food and drink, interesting villages and market towns, cities to visit, walking facilities and history and heritage.** (UKTS 2005).

Occupancy statistics clearly show that a **comprehensive events programme is more important for business** than the state of the UK economy. Liverpool (Sea Britain, Beatles Festival), Aberdeen (biennial Offshore Europe exhibition), Scotland (G8 Conference, the British Open Championships, Live 8, Highland Games) all had good years in 2005. (Travelmole 2006).

Alongside VFR, **business tourism is the fastest growing domestic market.** It now accounts for 22% of all city trips and 34% of expenditure.

The top 3 factors influencing conference destination and venue selection are **1. Location 2. Price / Value for Money 3. Access.**

Local Trends

Brighton has over 30 years experience as a conference destination, but although it has the potential to be a first-tier conference destination in the UK it is currently at best, second tier.

The main reason for the city's slide into the second division is the fact that our main venue, **the Brighton Centre, is 30 years old** and needs a complete revamp to provide clients with an experience that is of comparable quality with competitor cities both in the UK and in Europe.

Currently, and for many years previously, Brighton as a meetings destination has relied on repeat business. The figures for 2007 indicated 90% of business was repeat business and much of it was for conferences in the lower spend categories.

For the domestic market the key target market is **Cosmopolitans**.*

In terms of wider demographics, research shows that Brighton information enquirers are likely to **be female, based in London and the South East and aged between 25 and 55 with no children.**

They are likely to come **in couples or groups and cite relaxing, getting away and having fun** as their key drivers.

Younger visitors are likely to come during the peak season, whereas older visitors are more likely to come in the off-peak.

Visitors in the **off-peak** are more likely to come to **visit specific attractions and events.** Shopping was also an important reason.

* Arkenford in partnership with Visit Britain has developed a strategic marketing system to assist destinations to understand more about the motivations driving domestic tourist visits. The customer group of relevance to Brighton & Hove is:

Cosmopolitans are risk takers. They are strong, active confident individuals and are comfortable to try things that are out of the ordinary. Life for this group is full and active, yet peace and relaxation is still valued in the right circumstances.

Visitor perceptions of Brighton & Hove

As part of the work to develop a 'destination brand' for Brighton & Hove, several focus groups were undertaken by the VisitBrighton team in October 2007, to capture what people currently thought about the destination. The focus group discussion showed how the perceptions of visitors are often at odds with the reality and views of local people as can be seen below:

'there's a lack of culture'

'Its very Kiss me Quick'

'Is Brighton a city?'

'I know Brighton Festival – it's the thing that Fatboy does on the beach isn't it'

'what, under an hour by train from London – no, I thought it was 2 hours!'

While the above clearly highlight the need to continually promote even the most basic facts about the place, there was also much to commend and the groups highlighted the following:

- Relaxed and chilled out atmosphere
- Boutique Hotels
- Fun & Lively
- Great Shopping
- Good food
- Progressive
- High media profile
- Energetic and Cosmopolitan

VisitBrighton also undertook over 1,000 on-street visitor interviews during 2007 and the results found that visitors gave positive ratings of many aspects of their stay. On a scale of 1-10 (with 10 representing 'totally satisfied') visitors provided the following mean ratings:

| | |
|--|------|
| - Quality of visitor attractions | 7.96 |
| - Quality of places to eat and drink | 8.16 |
| - Quality of shopping | 8.23 |
| - Ease of finding way around | 8.24 |
| - Ease of getting here | 8.20 |
| - Ease of parking | 5.85 |
| - Availability of public toilets | 6.27 |
| - Cleanliness of streets | 7.11 |
| - Upkeep of parks & open spaces | 7.96 |
| - Quality of beach | 7.78 |
| - Choice of nightlife | 8.17 |
| - Overall impression of city and welcome | 8.33 |
| - Overall enjoyment of visit | 8.50 |
| - Likelihood of recommending to others | 8.70 |
| - Likelihood of returning | 8.56 |

Strengths, Weaknesses, Opportunities and Threats

Below are some of the City's key strengths, weaknesses, opportunities and threats. Each element of the SWOT analysis provides the baseline for the specific actions outlined in the Strategy.

Strengths:

Some of the City's key strengths are its world-class architecture and heritage including the Royal Pavilion and outstanding Cultural offer. The City has a good UK profile with many significant events and benefits from extremely easy access for visitors from London and overseas via Gatwick and Heathrow.

The City has a wide choice of quality accommodation, dining, shopping and attraction experiences and benefits from a successful conference and business tourism market. It also continues to be successful in attracting English language students and recently saw the opening of one of Europe's largest and most modern English Language training facilities in the New England Quarter.

The City also benefits from its young, tolerant and liberated culture, the fact it is so quick and easy to get around, the proximity of sea, downs and the richness of attractions in its Sussex hinterland and finally but importantly from the close community of tourism stakeholders and businesses who work so well together.

Weaknesses:

One of the key challenges is finding the right balance between the hedonism of our night-time economy and the need to remain an attractive and safe destination for other visitors including those attending conferences and meetings. In certain parts of the City this conflict is all too apparent.

While the City fills its hotels and restaurants at many times during the year there remain significant periods when supply exceeds demand. Failing to address this absence of demand can only inhibit the ability of local businesses to invest in the maintenance and improvement of their businesses and the development of their staff.

We have an excellent rail service connecting the City with London, London Gatwick and other places throughout the Country and continent, however the extent of weekend engineering works severely inhibits the potential for the City to attract visitors at times of the year when it sorely needs them and also provides a very poor experience for visitors who are unaware of the work before commencing their journey.

Visitors tell us that the availability, and to some extent cost, of parking can be off-putting. While it isn't possible or preferable to increase the supply of off-street parking, helping visitors locate and understand the local parking arrangements and schemes is the best way of responding to this weakness.

Finally while there is an excellent community of local tourism businesses that work together, not everyone that benefits from the destination marketing that they undertake contributes to that work. Finding ways to get even greater co-operation and support will help the city compete for visitors.

Opportunities:

As mentioned we have plenty of available off-peak capacity to offer to visitors and there continues to be growing interest in the city from established and growing overseas markets.

While the majority of the focus for 2012 will be on London, the City would hope to benefit from the exposure that the country receives around the Olympics and it is hoped that local legacy might include improvements in skills within the tourism sector.

We have a number of major developments locally that can and will bring visitors directly (e.g. Brighton Centre and Stadium) and indirectly (e.g. King Alfred, Marina).

The City's growing sustainable credentials are elements that are of increasing appeal to visitors and the heritage of the city as a spa and health resort as well as our proximity to the Downs (future National Park) are natural benefits that can be exploited further.

While Climate Change presents us with many challenges as a destination we should also be keen to exploit any opportunities that it presents.

Threats:

The official destination website (www.visitbrighton.com) has developed successfully and continues to attract hundreds of thousands of web visitors every month. However, the competition for this traffic from competitor destinations as well as local, competing sites can dilute the efforts of targeting prospective visitors.

Some of our direct competitors are of a scale whereby they have larger private sector investors enabling them to outspend us in key markets. The City and its tourism partners need therefore to be smarter than their competitors in terms of how and where they apply their marketing spend.

Wider economic conditions remain a particular threat to an industry which is heavily reliant on prevailing economic conditions and discretionary spending habits of consumers.

The lack of local skilled labour is a threat to the continued development of the sector and for businesses. There is a need to promote the idea of hospitality and tourism industry as one offering a career path especially for local people.

We also need to ensure that as the Brighton Centre re-development comes forward we do everything possible to ensure that we maintain tourism business to the City during the years of re-development.

3. VISION FOR THE FUTURE

A VISION FOR THE FUTURE OF THE BRIGHTON & HOVE CITY

In 2018, Brighton & Hove City will be a destination where the needs of **visitor**, the tourism **industry**, the **community** and the **environment** are in complete balance and consequently will make a significant contribution to improving the quality of life for local people. A well-planned and prosperous tourism industry is a catalyst for improving the environment if the city and the wellbeing of its people thus making it a better place in which to live and visit. The vision is for the City Council, partners and stakeholders to play a key role, working together to balance the interaction between Visitors, the Industry that serves them, the Community that hosts them and their collective impact on, and response to, the Environment where it all takes place:

The vision for the city is to be a sustainable destination where

Visitors are Welcome

The **Industry** is profitable

The **Community** benefits

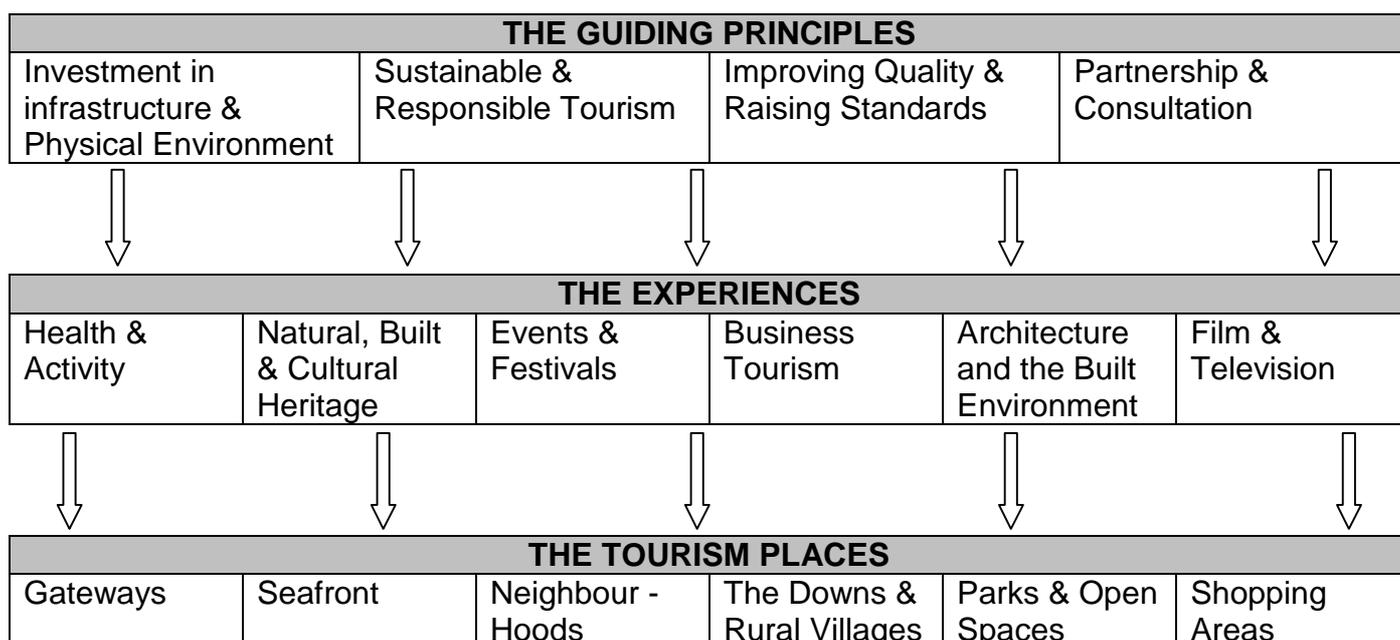
The **Environment** is Enhanced

Delivering the Vision

If Brighton & Hove is to compete effectively, it needs to develop specific experiences for the visitor, to highlight the things that make the city unique. It needs to improve on the current perceptions of the city and to raise expectations but the key question is how it can gain a more competitive edge. The competition both here in the UK and abroad is getting tougher as the emerging economies of new countries such as China, India and Dubai compete on the world stage and Liverpool, Manchester and Birmingham compete at home, all with significant budgets to invest in the development and marketing of the product.

Sometimes improving perceptions can appear to depend on factors outside the control of key organisations. However many areas have transformed perceptions amongst visitors through having a clear vision, a sense of commitment from all partners and an agreement to all work together to achieve the same goal.

The starting point of this strategy is to deliver the vision for the next 10 years through the development of The Guiding Principles which will require a high level of partnership working. These will cut across all aspects of the strategy and The Experiences followed by The Places will be the focus of specific products that have a real potential for growth.



In developing this strategy, partner leads, including the City Council, have been identified for each action to show who is responsible for facilitating and driving forward the development of each action. Though this process is to be driven by the City Council and core partners, it is essential that wider public and private sector organisations play their part. These organisations, together with the City Council and core partners have a vested interest in the delivery of the strategy and may be responsible for many of the actions. It is hoped that all organisations identified can support the delivery of the actions through mainstream funding.

The strategy has been written as a ten year vision to enable progression and delivery of some long term objectives and actions. The strategy has taken account of emerging trends in the tourism sector and captures these as opportunities for the city over the next ten years. However, it is acknowledged that these trends do change and situations locally, nationally and internationally will have an impact on the strategy. For this reason, the actions within the strategy will be reviewed at regular intervals throughout the ten years to ensure they are relevant and appropriate to the visitor economy of the city.

For each of the three main sections of the strategy, there is an outline of the actions needed to deliver the vision over the next 10 years. For each action, there is a list of key partners who will work together to deliver the action, plus a timeframe for each. Time frames are given as short term (1-3 years), medium term (4-7 years) and long term (over 7 years).

4. THE GUIDING PRINCIPLES

There are four key strategic themes that guide the cross cutting core Principles of the Strategy (and The Experiences and The Tourism Places). The actions identified within this strategy will make significant and sustainable difference to the quality of the visitor experience. The four strategic themes are:

A. Investment in Infrastructure and Physical Environment

There is still a need to continue to improve the overall environment and infrastructure in the city so that visitors want to return and their feelings on arrival and departure is one of enjoyment and pleasure. Brighton & Hove has more work to do towards improving the overall quality of the environment so it is clean, safe and welcoming at all times. This is not to dismiss the significant amount of work already achieved since the last Tourism Strategy but first impressions of the local environment have a lasting impact in the minds of visitors. This is an important section of The Principles because of the significance of clean, safe, well maintained locations both within the main visited areas of the city and the Places outlined in the strategy to the visitor economy.

The main headings under this Principle are:

- Ensure the city is clean and safe at all times
 - Management of the public spaces
 - Promoting sustainable transport options
 - Improving gateways to the city region
 - Improving and enhancing the environment
 - Ensure parking provision and operating policies reflect the needs of the visitor economy
 - Developing new facilities such as the Brighton Centre
-

B. Sustainable & Responsible Tourism

Brighton & Hove needs to encourage and implement more sustainable tourism principles, to be characterised by productive local businesses, motivated and skilled local people, and environmentally sustainable practises. In addition, the behaviour of visitors and businesses within the tourism/hospitality sector can have an enormous impact on the visitor experience and whilst the city is known for enjoyment, relaxation and tolerance, there will be a zero tolerance principle applied to unsociable behaviour. The city will also encourage responsible behaviour in terms of the choices made by visitors with regard to modes of transport, impact on cultural resources, relationship with local people and selection of operators and businesses. The issue regarding climate change cannot be ignored by the tourism industry and by visitors and the strategy will consider actions that can be taken in the city.

The main headings under this Principle are:

- Accessibility
 - Quality of jobs
 - Enhancing community prosperity and quality of life
 - Resource use and waste minimisation
 - Supporting local businesses
 - Encourage social tourism
 - Responsible tourists
 - Climate change
-

C Improving Quality & Raising Standards

In order for Brighton & Hove to compete with other destinations in a national and international arena, it must continually improve the quality of its offer and raise standards in the physical environment, in terms of value for money, real experiences and customer care. This needs to happen at all stages of the 'visitor journey' from the pre visit, to getting here and around, to staying over, visiting the various venues and post visit.

The main headings under this Principle are:

- Quality across the board and for the entire visitor journey
 - Improving hospitality/welcome skills
 - Quality assurances for all commercial premises (similar to scores on the doors)
 - Environmental quality and standard of public realm
-

D Partnership & Consultation

The tourism sector in Brighton & Hove is diverse with involvement of public and private sectors through a large number of privately owned hotels, publicly and privately managed attractions, public agencies and other businesses. The key to implementing a successful strategy is to have a strong partnership in place. Effective partnerships are achieved through clear definition of roles and responsibilities and avoidance of duplication.

The main headings under this Principle are:

- Build and develop the existing strong partnership working between local authority, businesses and other organisations.
- Ensure there are clear actions and responsibilities within the strategy
- Consider setting up a cross party/interest focus groups to look and address certain issues in detail.

- Develop ideas about how residents can become more involved in the management and development of the city as a visitor destination.
 - Community encouraged to receive visitors in the city.
 - Develop an action to carry out research into specific areas
 - Deliver coordinated marketing
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INVESTMENT IN INFRASTRUCTURE AND PHYSICAL ENVIRONMENT

There is still a need to continue with improving and enhancing the overall basic environment and infrastructure in the city so that visitors want to keep coming back and their feelings on arrival and departure is one of enjoyment and pleasure. Brighton & Hove has more work to do towards improving the overall quality of the environment so it clean, safe and welcoming at all times.

| Objective | Action | Partners | Time frame |
|------------------------------|--|--|-------------|
| Sustainable Transport | Promotion of sustainable transport options to and from the city region and within. | City Council, rail, bus, coach operators, cycling hire companies | Short term |
| | Promote using rail travel as an effective means of accessing the city and continue to work with Network Rail to overcome engineering work especially at weekends and provide a seven day a week rail service. | City Council, network rail, rail operators | Short term |
| | Consider the promotion of new opportunities and locations around the city to hire bicycles | City Council, cycle hire companies, local retailers | Short term |
| | Promote further the existing sustainable transport options for visiting the South Downs and rural villages, parks and open spaces within the city | City Council, rail and bus operators, South Downs Joint Committee, Sussex Tourism Partnership, county councils | Short term |
| | Encourage visitors to use public transport to visit the city and move around the city by supporting measures such as reduced charges at attractions and accommodation if visitors have travelled by public transport | City Council, attractions, hotels and accommodation providers, rail and bus operators. | Medium term |
| | Promote the existing car club scheme to visitors in the city to enable them to visit outlying areas if a car is needed | City Council, City Car club | Short term |
| | Develop the 'Journey on' website and links to the VisitBrighton website to allow visitors to plan their journeys around the city | City Council | Short term |

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|----------------------------------|---|---|-------------|
| | Promote and support the Travel Plan Partnership which is open to all employers in the city who are interested in providing smarter travel choices to their employees, and encouraging local sustainable travel. Encourage more businesses within the hospitality and tourism sectors to join. | Economic Partnership, City Council, employers/businesses | Medium term |
| | Recent announcements that American Airlines are switching their trans-Atlantic flights from LGW to Heathrow can only have a detrimental effect on the local visitor economy. Continue to recognise the relevance of London Gatwick airport to the City as a destination. While supporting improvements to the carbon impact of air travel, recognise that for the City to continue to succeed as a destination, prospective visitors must be able to access the City (via LGW). | City Council, Tourism South East | Long term |
| Parking | Provide accurate and up-to-date information on parking restrictions and consider extension of hotel voucher system to other areas/zones than already exist. | City Council, hotel association | Short term |
| | Support further rationalisation or simplification of the schemes in order to make it more visitor friendly and ensure accurate information is available for blue badge holders. | City Council, Federation of Disabled People | Short term |
| | Improve the visitor experience by bringing forward park and ride facilities that can support the growth of the local economy. | City Council, Economic Partnership | Medium term |
| | Consider locations for new coach and lorry parking especially in relation to the new Brighton centre and the i360 development. | City Council, coach operators | Medium term |
| | Continually review and seek to improve and provide better signage to all off street car parks. | City Council, NCP | Short term |
| | Continually improve city centre car parks to ensure they feel safe to users by making improvements to lighting, maintenance, visible authority and CCTV where needed. | City Council, Sussex Police, NCP/car park owners | Short term |
| Improve & enhance the | In line with the Public Space Public Life Study, improvements to be made to the main gateways to the city and Tourism Places. | City Council, landowners, National Express, Southern Rail | Medium term |

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| environment | Continued improvement to street cleaning and waste collection especially in the Tourism Places | City Council | Short term |
| | Continue to deal pro-actively with graffiti management and removal. | City Council | Short term |
| | Continued improvements to public facilities such as public toilets and street furniture in the Tourism Places | City Council | Medium term |
| | Improvements to the quality of open spaces especially those allocated within the Tourism Places. | City Council | Medium term |
| | Consider options for better management of public spaces especially in the Tourism Places through visible authority, CCTV or lighting. | City Council, Sussex Police, Business Forum, BIDs steering group, Business Crime Reduction Partnership | Medium term |
| | Identify suitable locations for the erection and display of welcoming banners, event banners and information displays. | City Council, Business Forum, BIDs steering group | Short term |
| | In line with the Public Space Public Life Strategy to ensure pavement cafes and potential obstacles on the pavements such as A Boards are well managed and licensed appropriately | City Council, Federation of Disabled People | Short term |
| Developing new facilities | Investment is needed in some of the key facilities within the city that encourage people to visit whether for business or pleasure. These include the redevelopment of the Brighton Centre, the King Alfred, Black Rock and the Marina. Consideration should be given in all future developments to ensure that they have a positive impact on the visitor economy. | City Council, SEEDA, landowners/developers | Long term |

SUSTAINABLE & RESPONSIBLE TOURISM

Brighton & Hove needs to encourage and implement more sustainable tourism principles, to be characterised by productive local businesses, motivated and skilled local people, and environmentally sustainable practises.

| Objective | Action | Partners | Time frame |
|----------------------|---|--|-------------|
| Accessibility | Using the recommendations set out in the Destination Access Audit of Brighton City Centre, set out clear actions under each of the Tourism Places for the improvement of accessibility. To include: <ul style="list-style-type: none"> Review of policy on A boards Improvements at gateways Parking Street furniture Public toilets Signage | Federation of Disabled People, City Council | Medium term |
| | Support the Brighton & Hove Federation of Disabled People and the provision of up-to-date information on the city within the Federation website and accessibility. | Federation of Disabled People | Short term |
| | Support the training of staff working in the tourism and hospitality industry to understand the needs of people with disabilities. | City Council, Economic Partnership, Learning Partnership, Universities, City College | Medium term |
| | Work with the City Council, VisitBrighton and the Federation of Disabled People to provide up-to-date information on available facilities for visitors with disabilities such as public toilets, attractions, parking and accommodation. | City Council, Federation of Disabled People | Medium term |

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|--|--|---|---------------------|
| | Develop the idea of using experienced and trained guides to take visitors with disabilities around the city | Federation of Disabled People, | Short term |
| | Encourage hotels to become 'People with disability friendly' with associated publicity to allow visitors to find the relevant information before bookings are made. | Federation of Disabled People, Hotel Association, City Council | Medium term |
| Supporting business | Develop a mentoring system and knowledge exchange scheme so that existing, successful businesses can deliver support to 'new and emerging' local tourism businesses. | Economic Partnership, City college, local businesses, Sussex Enterprise, Chamber of Commerce | Medium term |
| | Develop a clear set of support actions specifically for small businesses (under 250 employees), in particular looking at staff training and investment | Economic Partnership, City Council, Learning & Skills Council, local businesses, Tourism South East, Chamber of Commerce | Medium term |
| | Assist local tourism and hospitality businesses to develop their sustainability & ethical credentials (to include the city's conference and meeting venues). | Economic Partnership, City Council, local businesses, Tourism South East | Medium term |
| | Encourage local businesses to support the production of local food, starting with the Sussex Tourism Partnership's 'Sussex Breakfast' scheme. Support and promote markets that contain sustainably produced local foods. | City Council, Sussex Tourism Partnership, local businesses, Taste of Sussex | Short term |
| Skills development & Improving Jobs | Ensure the city employment & skills plan and the development of Hospitality Futures programme alongside SOLD encompasses all aspects of the visitor economy. Ensure we have a sustainable Tourism Skills training system encompassing the HE and FE sector and working closely alongside local business. | CESSG steering group (steering group for City Employment & Skills Plan), City College (SOLD), Hospitality Futures Steering group, Economic Partnership, City Council, Learning Partnership, Learning & Skills Council, Tourism Forum. | Short – medium term |

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| | Work with key agencies to address the lack of local skilled labour to support the tourism sector and to promote the industry as one that can offer a career path. Develop a sustainable tourism skills training system to address this issue | City College, Hospitality Futures Steering group, Economic Partnership, City Council, Learning Partnership, Learning & Skills Council, Universities, Sussex Learning Network | Short-medium term |
| | Work with regional and national agencies towards co-ordinating skills and business support. | Sector Skills Council, Learning & Skills Council, Tourism South East, SEEDA | Short term |
| | Work with the hotel industry in the city to develop the Hospitality Futures programme and charter. Encourage more businesses to become involved. | City College, Hospitality Futures Steering group, Economic Partnership, City College, Tourism Forum | Short term |
| Enhancing community prosperity & quality of life | Ensure scale, nature and location of development is integrated with existing facilities. | City Council, landowners, developers | Short – long term |
| | Priority to be given to development and facilities that reflect the special character of the city, minimise impact and deliver value to the city. This should not prevent Brighton & Hove becoming a destination known for high quality, architecture & built environment. | City Council, landowners, developers, architects, designers, South East Excellence | Short – long term |
| | Maximise the proportion of income that is retained locally and other benefits to local communities. Research is needed into the amount of leakage of expenditure in terms of supply chains currently experienced in the city. | City Council, Tourism South East, Economic Partnership | Medium term |
| | Develop the idea of a Brighton & Hove Ambassador Programme so that local people can volunteer their time and share their knowledge of the city by helping visitors become more familiar with the city and its many neighbourhoods. | City college, City Council | Short term |
| | Promote 'buy local' and locally sourced supply chain schemes especially for tourism business. This will include local food and produce (from the city's hinterlands and surrounding counties) but also locally made arts and crafts and souvenirs. | Taste of Sussex, City Council, Sussex Tourism Partnership, MADE08 | Short - medium term |

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| Social tourism | Develop the idea of 'Resident Days' at attractions that allow local people to visit and understand the richness of local attractions. Target under-represented groups highlighted through visitor monitoring. | City Council, private attractions | Short term |
| | Improve accessibility to sites and in particular ensure all council owned facilities are accessible and easy to use. | City Council, Federation of Disabled People | Short – medium term |
| Responsible tourists | Encourage responsible behaviour by visitors in terms of choices such as mode of transport, impact on cultural resources, relationship with local people, resource use and selection of operators and businesses. Promote the city as a place where responsible behaviour is encouraged. | City Council, attractions, Sussex Police, visitors, venues | Short - medium term |
| | Zero tolerance to unsociable behaviour by visitors so that the city can balance the behaviour of different users. | City Council, Sussex Police, visitors, venues & attractions, Business Crime Reduction Partnership | Short – medium term |
| | Promotion of 'off season holidays', sustainable travel and local produce to buy. Reverse the current low level understanding regarding sustainable tourism options and issues. Enable visitors to gather better information about the city so they can understand the city as a destination. Produce a behavioural code of conduct for visitors. | City Council, Tourism South East, Sussex Tourism Partnership | Short-medium term |
| | Consideration given towards an off-setting charge for visitors. Funds collected to be used for specific conservation/management purposes. | City Council | Long term |

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| Resource use and waste minimisation & Environmental Protection | <p>Promote the minimisation of resource use and waste creation. This responsibility lies at all levels within the visitor economy, with businesses (including hotels, event organisers and retailers), visitors, public bodies and landowners/developers. The focus is on:</p> <p>Minimising the use of water</p> <p>Promote resource efficiency through reduction, re-use and recycle actions</p> <p>Improvements in bathing water quality</p> <p>Improvements in air quality through encouraging visitors to travel to the city by public transport</p> <p>Reducing litter and waste</p> <p>Minimising energy consumption and encourage the of renewable energy</p> | <p>Businesses, visitors, public bodies, City Council, Environment Agency and landowners/developers, Southern Water.</p> | <p>Short-medium term</p> |
| | <p>Ensure that the highest environmental standards are achieved in all new developments providing facilities for the visitor to the city.</p> | <p>City Council, landowners, developers, architects, designers, South East Excellence</p> | <p>Medium term</p> |
| | <p>Encourage tourism businesses and visitors to reduce the overall ecological footprint and the city's resource consumption.</p> | <p>Businesses, visitors, public bodies, City Council and Environment Agency</p> | <p>Short term</p> |
| Climate Change | <p>The tourism industry needs to adapt due to the threats of climate change but also to consider the opportunities created by climate change. This will include ensuring:</p> <p>All new developments take account of climate change</p> <p>Shade is provided in public places especially along the seafront</p> | <p>City Council, businesses, visitors, Tourism South East, South East Climate Change Partnership</p> | <p>Short-medium-long term</p> |

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| | <p>Focus on new markets/businesses in particular promoting the city as a stay at home holiday destination</p> <p>Reduce energy and water bills by acting now to save usage.</p> <p>Businesses are encouraged to become involved in the Tourism South East Green Accreditation Scheme</p> <p>Businesses are encouraged to become involved in the South East Climate Change Partnership as a means of increasing awareness and guidelines on actions to take.</p> | | |
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IMPROVING QUALITY & RAISING STANDARDS

In order for Brighton & Hove to compete with other destinations in a national and international arena, it must continually improve the quality of the offer and raise standards in the physical environment, in terms of value for money, real experiences and customer care. This needs to happen at all stages of the 'visitor journey' from the pre visit, to getting here and around, to staying over, visiting the various venues and post visit.

| Objective | Action | Partners | Time frame |
|--|--|---|---------------------|
| Environmental cleanliness and Quality | Ensure the gateways to the City and Tourism Places are welcoming. Details on what needs to be addressed are outlined under the Tourism Places section of this strategy. | City Council, landowners, developers, transport operators, businesses | Short – long term |
| | Ensure a quality standard of materials and design are used in all infrastructure improvements and new developments in particular focussing on street furniture, street pavements and signage, specifically in the Tourism Places. | City Council, landowners, developers, businesses, designers | Short – medium term |
| Improving customer care skills | Work with training providers to develop projects that concentrate on customer care skills for the hospitality and retail sector such as the SOLD project managed by City College and Hospitality Futures programme. | CESSG steering group (steering group for City Employment & Skills Plan), City College, Hospitality Futures Steering group, Economic Partnership, City Council, Learning Partnership, Learning & Skills Council, | Short – medium term |
| | Promote existing customer care awards (ExSelligence, BAHBA etc) for individuals and businesses in the city so that there is an incentive for businesses to become well known for their excellent customer care standards and behaviour. | City Council, businesses, Business Forum, Tourism South East, Brighton & Hove Business Awards | Short term |
| | Consider opportunities to support training given to taxi drivers in order to improve visitor experience and customer care. It is important that taxi drivers provide a high standard of customer care, the taxi vehicles must be of a high standard and an adequate provision of accessible taxis is maintained. | City Council, Taxi Forum | Short term |

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| | Continue to implement the recommendations of the 2006 Visitor Services Strategy to include improvements to Visitor Welcome, development of a city Ambassador Scheme, closer industry partnership, development of satellite information outlets and the delivery of high quality information to visitors (online and in print) when and where they want it. | City Council and VisitBrighton, Partners and local business | Medium term |
| Improve standards of accommodation | Support the continued development of the Scores On The Doors concept (used by Environmental Health to grade eating establishments). Provide continued support for other similar schemes including the Best Bar None scheme operated by Sussex Police. | City Council, accommodation providers, Tourism South East, Sussex Police | Short-medium term |
| | Continue to operate an 'Inspected Only' scheme for accommodation providers within the City and support the further adoption of the one of the national Accommodation Grading Schemes. | City Council and VisitBrighton | Short term |
| | Continue to support the efforts of the Brighton & Hove Hotels Association in all that it does to improve the practices of the hospitality industry in Brighton and Hove and the visitor experience to include for example support for the waste management of compostible materials in co-operation with Magpie and the Area Investment Framework. | BHHA, VisitBrighton, Tourism South East | Short term |
| Responsible Behaviour | Addressing the concerns over anti social behaviour and the impact on the visitor economy | City Council, Sussex Police, Business Crime Reduction Partnership, Business Forum, Crime & Disorder Reduction Partnership | Short-medium term |
| | Look to maintain the balance between a tolerant attitude, for which the city is well known for, and encouraging and welcoming appropriate behaviour especially in the evening by both residents and visitors. | City Council, Business Forum, Crime & Disorder Reduction Partnership, businesses | Short-long term |
| Provide opportunity for customer feedback | Consider opportunities for customers to be able to feedback and comment on their experiences as visitors in the city covering issues such accommodation, service and welcome and standards, cleanliness etc. Develop user generated content within the destination website. | City Council, businesses, attraction & venues, accommodation providers | Short term |

PARTNERSHIP AND CONSULTATION

The tourism sector in Brighton & Hove is diverse with involvement of public and private sectors through a large number of privately owned hotels, publicly and privately managed attractions, public agencies and privately owned other businesses. The key to implementing a successful strategy is to have a strong partnership in place. Effective partnerships are achieved through clear definition of roles and responsibilities and avoidance of duplication.

| Objective | Action | Partners | Date |
|-------------------------------|---|---|-------------------|
| Research | <p>Develop an action list of specific areas of research as a means of developing an on-going understanding of:</p> <p>Consumer segmentation, behaviour and motivation</p> <p>Economic Impact Assessment</p> <p>Market research on sustainable tourism awareness amongst visitors and businesses</p> <p>The leakage or retention of visitor spend within and out of the city in terms of supply chains</p> <p>Impacts of climate change on the industry</p> <p>Investigation into raising revenue from visitors to support conservation and management</p> <p>Codes of conduct as an instrument in influencing visitor behaviour</p> | City Council | Short - long term |
| Working in partnership | <p>Clear actions in the strategy as to who is responsible for the lead and delivery of key actions and what partnership structure is best for delivery, if needed. Identify resource within the Tourism Department to manage and monitor the implementation of the Action Plans.</p> | All partners in public and private sector | Short – long term |
| | <p>Set up networks of partners to look in detail at specific issues facing the visitor economy in the city such as environmental practises for businesses, recruitment and training and retention of staff in the industry.</p> | City Council, Economic Partnership and key partners | Short term |

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| | Develop existing partnerships and re-visit terms of reference to ensure they are still fit for purposes and engage members to investigate how the partnership can develop and grow to meet the needs of members and the industry. | City Council and key partners | Short term |
| | Develop the existing partnership working with Tourism South East, Sussex Tourism Partnership and South Downs Tourism Network especially with regard to working across a functional economic area or sub region | City Council, Tourism South East, Sussex Tourism Partnership, South Downs Tourism Network | Short – long term |
| Consultation with residents | Develop methods and actions to enable residents to become more involved in the development of tourism in the city, not just through the planning system or consultation as part of a strategy review, but as an ongoing area of focus. | City Council, local resident associations, community groups | Short term |
| | Leading on from the above, ensure residents understand the benefit of living in a visitor destination and readily become willing hosts and ambassadors. | City Council, local resident associations, community groups | Medium term |
| Marketing | Implement destination brand guidelines and share among partner businesses | City Council and VisitBrighton Partners, local business | Short term |
| | Working together: All partners to align marketing funds behind destination marketing efforts | City Council and VisitBrighton Partners, local business | Short term |
| | Creative & Customer focussed: Deliver creative sales and marketing campaigns reaching core audiences cost effectively. Use consumer research to deliver effective, targeted and creative campaigns. | City Council and VisitBrighton Partners, local business | Short term |
| | Consider future partnership structures and arrangements between public and private sector partners that will review the role, responsibilities and governance of VisitBrighton. | City Council and VisitBrighton, Partners, local business | Medium Term |

5. THE EXPERIENCES

The time and opportunity for new growth in the city has never been better. With a number of key developments well underway, Brighton & Hove has seen a dramatic rise in new investment in the city and it is now becoming well known for its ability to blend modern, architecture & built environment with superb, internationally renowned heritage buildings. This is an excellent platform for the city to develop further its focus on conserving and enhancing the heritage the city is so well known for, alongside the new developments for what is a prosperous 21st century destination.

In addition, the city's location is almost unrivalled in the south east with the sea and South Downs in close proximity to the centre of the city. The Downs, soon to be a national park is easily accessible by public transport and the city provides an excellent base to visit the countryside and partake in healthy, outdoor activities.

Set against the background of the current national and local market trends and the perceptions of the city, it is important that the visitor economy strategy focuses on specific products where there is real potential for growth. These are not the only products that are important for the city but they are the ones that have the greatest potential for growth and therefore increasing the economic value of the visitor economy. They appeal to the key market segments that visit Brighton & Hove: Cosmopolitans, but they also appeal to new market segments such as family groups with children.

From the recent survey results*, only around 12% of web enquirers visited the city to visit a specific attraction, 7% said it was a good place for a family and only 4% said their visit was to go to the theatre. For those staying visitors surveyed, few visited the city for a specific attraction (30% in winter, 34% in autumn, 8% in summer and 15% in spring). The top attractions reported by both day and staying visitors were:

- Visiting the pier
- Eating in restaurants
- Shopping
- The beach
- Royal Pavilion
- Pubs
- Marina

This does highlight the diversity of the offer but serves to emphasize that many visitors do not come to the city for any of the unique attractions offered by the city. Looking at the activities in detail; visiting the Royal Pavilion is popular throughout the year (34.2% of day and staying visitors surveyed in spring and 42% in winter). At the other end of the spectrum, only 3% of those surveyed in the spring visited Hove Museum, 11.5% of those surveyed in the spring visited the city parks and 17.9% surveyed in the winter visited Brighton Museum and art gallery.

* VisitBrighton Profiling visitors/website & telephone enquirers.

This would indicate that most of the day and staying visitors came to the city to experience the atmosphere rather than to visit a particular site or attraction. Indeed the top reason for visiting given by day and staying visitors (all year round) is to 'relax and get away'.

The VisitBritain 'Britain Inbound Market & Trade Profile' 2007 states that evidence is building for the existence of multiple markets for special interest/niche product travel. Britain must respond with niche marketing of diverse product which can capture the needs of the special interest short breaker. VisitBritain also identified a number of emerging customer trends:

- a. Authenticity – this refers to the search by visitors for something real, original or authentic.
- b. Selective Extravagance – these are not super-rich people but mainstream customers who choose certain categories where they will buy the best and buy more and others where they will not.
- c. Word of mouth/Advocacy – word of mouth was valued at 90% compared to advertising (50%) and editorial (40%).
- d. Choice overload/complicated lives – As opportunities increase so do expectations and consumers now have greater expectations for all areas of their lives.
- e. Good Living and Health/Wellbeing/work-life balance but still seeking energy – Its not just time that is desired now over money but energy. There is an increased urge towards self improvement and mental/spiritual wellbeing.
- f. Always on/Technology Backlash – will consumers begin looking for experiences that enable them to escape from technology?
- g. Environmental Issues/The Ethical Consumer – ethical consumption has become fashionable.

The above summary of the results from the recent visitor surveys in the city and the VisitBritain information on customer trends provide an essential platform against which to develop a number of core experiences for Brighton & Hove. The city is well placed to capture many of the emerging consumer trends not least because visitors already come to the city to 'get away and to relax'. The development of The Experiences is to build on and expand the existing facilities and attractions. The key objectives of The Experiences are as follows:

- ✓ Conserving and enhancing built, natural and cultural heritage
- ✓ All year round major events and festivals
- ✓ New attractions and investment
- ✓ Conference and business tourism
- ✓ High quality architecture & built environment
- ✓ Develop the destination for activity, healthy living and wellbeing
- ✓ Promoting the city as a location for film and television

THE EXPERIENCES

NATURAL, BUILT & CULTURAL HERITAGE

| Objective | Action | Partners | Time frame |
|--|--|--|---------------------|
| Visitor management plans and resources | Assess the impact on heritage from external factors such as climate change | City Council, conservation bodies, English Heritage, South East Climate Change Partnership | Short – medium term |
| | Consider resources available for management and conservation and pursue ways of increasing contributions for conservation and management from visitors | City Council, landowners/site owners, English Heritage | Medium term |
| | Consider any appropriate designations needed for protected areas/future protected areas. | City Council, landowners/site owners, English Heritage | Medium term |
| | Adoption of visitor management plans where appropriate. | City Council, landowners/site owners, English Heritage | Medium term |
| | Develop a Heritage Strategy for the city | City Council | Short term |
| Royal Pavilion and Cultural Quarter | Develop a pedestrian network that takes the visitor around the main cultural quarter of Brighton to include the Royal Pavilion Estate, New Road, Theatre Royal, Dome Complex etc. | City Council | Short term |
| Widening the understanding of the social heritage of the city | Action to develop and investigate Brighton & Hove's social heritage and its impact on the growth and development of the city | City Council, residents/community groups | Short term |
| | Consider events or marketing opportunities to understand the growth of the LGBT community, its origins and importance to the city. | City Council, LGBT business/community groups, Brighton Ourstory project | Short term |
| | Maximise the opportunities for responding to niche tourism markets and for supporting niche tourism interests that embrace the City's heritage including Church Tourism through the Church Tourism Association/Sacred Britain. | Church Tourism Association, City Council | Medium term |

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| Widening the understanding of the built heritage of the city | Develop further understanding of the ancient monuments within the city boundaries and enhance their contribution to the visitor economy. | City Council, landowners, English Heritage | Medium term |
| | Consider the contribution building interiors within the city make to the understanding of the local built heritage. Develop the concept of Heritage Open days to take place more regularly. | City Council, site/building owners, English Heritage, local civic societies | Medium term |
| | Develop greater understanding of heritage opportunities outside of the main cultural quarter in Brighton. | City Council | Medium term |
| | Develop walking tours of local pubs within Brighton in particular those known for historic, architectural or interior interest. | City Council, landowners | Short term |
| | Commemorative plaques – encouraging more to be placed throughout the city and to ensure these and existing ones are maintained. Develop trails for the plaques. | City Council, Commemorative Plaque Panel, landowners | Short – long term |
| Widening the understanding of the natural heritage of the city | Consider the development of attractions and activities that embrace the role of the sea. | City Council, businesses | Medium term |
| | Widen the understanding and knowledge amongst visitors of the marine ecology of the city, nature reserves and wildlife habitats through improved interpretation and leaflets whilst ensuring visitor numbers to these areas do not result in irreversible damage. | City Council, South Downs Joint Committee, Sussex Tourism Partnership, county councils, Sussex Wildlife Trust | Medium term |

THE EXPERIENCES

ARCHITECTURE AND THE BUILT ENVIRONMENT

| Objective | Action | Partners | Time frame |
|---------------------------------|--|--|---------------------|
| New developments | Support the ability to attract new development that complements the existing cultural and built heritage but also establishes the city as an internationally known destination for quality world-class architecture. | City Council, urban designers/architects, English Heritage, South East Excellence, SEEDA | Short – medium term |
| Public art and sculpture | Support the use of public art in new developments and within the Tourism Places. In particular encourage local artists to become involved in public art and the use of sustainable materials. | City Council, local artists, landowners | Short – medium term |
| Quality & design | Promote high quality design and excellence in urban design and renaissance through the use of design champions and the advice provided by South East Excellence. Develop design and building awards for innovative and sustainable new building and developments | City Council, urban designers/architects, English Heritage, South East Excellence, SEEDA | Short – medium term |

THE EXPERIENCES

EVENTS & ATTRACTIONS

| Objective | Action | Partners | Time frame |
|--------------------------|--|---|-------------------|
| Events programme | Establish an events strategy, setting out how the City will retain and grow events that support wider economic objectives. In particular consider sporting events and events at New Year/ significant annual dates particularly when visitor demand for the City is low. | City Council, events organisers, local businesses, landowners | Medium term |
| | Promotion of existing events to a national and international audience such as the Brighton Festival, Pride, Paramount Comedy Festival, The Great Escape etc. Improve the economic impact of already successful events. | City Council, events organisers, local businesses, landowners | Short term |
| | Ensure festivals and events in the city also bring significant benefit to local communities. | City Council, events organisers, local businesses, local community groups | Short term |
| | Publish an annual events programme. Consider any gaps in provision and attempt to ensure new events are programmed for the quieter periods to support economic development objectives. | City Council | Short term |
| | Promotion of existing and new events as child/family friendly and consider the availability of accommodation for such events such as camping facilities/provision. | City Council, events organisers, local businesses, landowners | Short term |
| Events Management | Ensure there continues to be a co-ordinated and well managed approach to events to include landowners and all organisations involved such as transport/parking, public address systems, crowd management, catering, health & safety, licensing etc. | City Council, events organisers, local businesses, landowners, Sussex Police, transport operators | Short-medium term |

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| | Ensure that all events give appropriate consideration to sustainability standards, reducing environmental impact and to enable economic and social benefits to be achieved. Deliver any actions culminating from the current study being undertaken into the sustainable impacts of current events in the city. | City Council, local businesses | Short - medium term |
| Marketing | Research the economic benefits to the city from the existing events to assess how effective individual events are in delivering local economic benefit. Continue to work with organisers to increase the numbers of staying visitors. | City Council, Economic Partnership | Short term |
| | Continue to explore the relevance and application of 'Visitor Cards' in the City. Undertake research to identify what is currently available and whether it can be easily applied to the City's visitor economy. Previous attempts have failed to find a sufficiently viable market but this to be kept under review as technology such as Oyster cards/card use develops. | City Council | Medium term |
| Attractions | Support the continued development of the City's existing attractions at every scale to include those in private (e.g. Sealife Centre), voluntary/community (e.g. Regency Town House) or public (e.g. Royal Pavilion) ownership. | City Council, Tourism South East | Short – medium term |
| | Support new and emerging attractions as vehicles for attracting new and existing visitors. These might be across a wide scale from the small e.g. Police Museum to large e.g. Engineerium. | City Council, Tourism South East | Medium term |
| | Recognise the relevance of attractions in the wider Sussex hinterland to visitors to the City and support them in helping us attract new visitors. | City Council, Sussex Tourism Partnership, Tourism South East | Medium term |
| | Undertake research into possible new attractions that could be developed within the city based on the Experiences outlined in this strategy. | City Council, Tourism South East | Medium – long term |

THE EXPERIENCES

BUSINESS TOURISM

| Objective | Action | Partners | Time frame |
|--|---|---|--------------------|
| Conferencing and business tourism | Ensure there is an all year round offer as a business and conference destination. | City Council, venues and conference space providers, Economic Partnership | Short-medium term |
| | Ensure there is good infrastructure to support a strong conference business offer for the city such as quality hotels and venues, good airport links, clear signage, night-time attractions, partner visit opportunities, conference ambassador programme, etc. | City Council, private and public sector partners | Medium - long term |
| | Develop new conference markets | City Council, businesses | Short term |
| | Develop skills and training opportunities for the conference sector such as sales, language, disability and access, event management and customer service. | City Council, City College, Learning & Skills Council | Short term |
| Brighton Centre | Develop measures for maximising opportunities associated with the re-development of the Brighton Centre in order to ensure there is limited impact on the conference and business industry during re-development. | City Council | Short term |
| | Look at extending number of other major events in the city especially during redevelopment to ensure visitor numbers remain at a level to ensure businesses maintain employment levels. | City Council | Short term |
| Other conference/meeting facilities | Ensure that the full range of conference and meeting facilities are promoted to ensure there is a range of offers across the city. | City Council, venues and conference space providers | Short term |

THE EXPERIENCES

FILM & TELEVISION

| Objective | Action | Partners | Time frame |
|------------------------------|--|--|-------------------|
| Location for Filming | Promote the city as a film and TV location, building on the work of the Events Team at the Council. This office will continue to arrange all management issues for filming in the city and approve applications. | City Council, Screen South, SEEDA, UK Film Council, universities, City College, Tourism South East | Medium term |
| | Produce a clear, organised package setting out all the management issues and organisation details for filming on location within the city. | City Council, site and landowners | Medium term |
| | Develop a list of possible locations both inside and outside locations that can be used for filming | City Council, site and landowners | Medium term |
| | Promote the annual Cine-City festival as part of the events programme | City Council, Cine city organisers | Short term |
| Production and skills | Develop the city as a location and hub for film and TV producers and encourage training opportunities for those wanting to learn about film production. Develop further the existing businesses such as Lighthouse and the Brighton Film School so that the city can become a centre of excellence for film production | City Council, universities, city college, film and TV producers, existing businesses | Short-medium term |
| Tours | Promote and organise tours of locations used in famous films and TV programmes in Brighton & Hove | City Council, Tourism South East | Short—medium term |

THE EXPERIENCES

HEALTH & ACTIVITY

| Objective | Action | Partners | Time frame |
|--|---|---|---------------------|
| A destination for health & activity | Develop and expand on those visitors who are attracted for sport, activity, self and health improvement. | City Council, sports clubs/venues, sport organisations, Sport England, SEEDA, Spa/wellbeing businesses, Sussex Sports Partnership, Tourism South East, Sussex Tourism Partnership | Medium term |
| | Continue to develop cycle routes within the city and from the city to the countryside plus pedestrian routes around the city. Consider developing further locations for bike hire. | City Council | Short term |
| | Promotion to include racing (horses, greyhound), water sports such as sailing, windsurfing, kite surfing, countryside activities/ national park, beach sports such as volleyball, state of the art facilities such as the community stadium, King Alfred. | City Council, sports clubs/venues, sport organisations, Sport England, SEEDA, businesses, South Downs Joint Committee, Sussex Tourism Partnership, county councils, Arts Council, SEEDA | Medium term |
| | Make links to the Events Programme to promote significant sporting events for the city. | City Council | Medium term |
| | Promote the already established market for health and wellbeing through new developments for spa retreats. | City Council, spa/wellbeing businesses, hotel/accommodation providers | Short – medium term |
| | Encourage visitors to take part in the existing Health Walks currently managed by the City Council for residents and workers. | City Council | Short term |
| New developments | Continue to develop new sporting facilities such as Black Rock (Brighton International Arena), the Community Stadium at Falmer and the King Alfred development. | City Council, Brighton & Hove Albion, developers/landowners | Medium – long term |

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| and activity experiences | Develop new events and sporting festivals using these new developments and facilities | City Council, Brighton & Hove Albion, developers/landowners | Medium – long term |
| | Develop new visitor activity such as boat trips, small cruise boats along the city's coastline. | City Council, boat/cruise operators | Medium term |
| Opportunities provided by Olympics & Paralympics | Develop the opportunity provided by the Olympics and Paralympics for more sporting events and activities in the city as a means of encouraging visitors to take part in sport or sports events. | City Council, Sussex Sports Partnership, Tourism South East, Sussex Tourism Partnership | Short term |
| | Develop the opportunity provided by the Olympics and Paralympics to capture media interest and use this opportunity for greater exposure of the city. | City Council | Short term |
| | Support the work currently being lead by West Sussex County Council on the promotion of the Gatwick Corridor as part of the lead up and during the Games. | West Sussex County Council, City Council, Sussex Sports Partnership, Tourism South East, Sussex Tourism Partnership | Short term |

6. THE TOURISM PLACES

The Tourism Places framework describes the spatial roles that different places provide for visitors to the city and the potential to develop each of them so they are in a position to offer an enhanced experience for the visitor. Individually, each Tourism Place has its own character in terms of what it can offer the visitor and the potential to develop new products.

The framework also provides recommendations on what action needs to be taken in each Tourism Place in order to:

1. Allow visitors to move around the area easily
2. Improve the local environment especially facilities for visitors and public realm areas
3. Help local people and businesses to share in the benefits of tourism
4. Develop new experiences or products, building on what there is already for the visitor.

Through developing a framework for Tourism Places in the strategy, it will be easier to guide the form and location of tourism development. The starting point is to encourage visitors to stay longer in the city and to encourage them to consume more products and experiences within and outside the established tourist areas. Achieving this will have a positive impact on the length of stay, spend patterns and distribution of visitor numbers. In addition, the long term objective will be to allow more local people to benefit from visitor volumes and spend.

The framework divides the city region into six (6) Tourism Places and for each one, the strategy discusses the key strategic issues affecting tourism development in The Place and actions for developing and building on what the area already has to offer the visitor. Through focussing on these areas, the visitor flows can be affected thus spreading benefits across the entire region and opening up opportunities for product development, job creation and investment opportunities.

The Tourism Places are:

- The Gateways
- The Seafront
- Neighbourhoods
- The Downs and Rural Villages
- Parks and Open Spaces
- Shopping Areas

TOURISM PLACES: THE GATEWAYS

The main gateways to the city include Brighton & Hove stations and surrounds, Pool Valley coach station, the A23 to the north of the city and the London Road/Lewes Road. Although there has been some improvements made to the entrance surrounding Brighton Station, there is still a clash of pedestrian, cycle and vehicle movement that gives the overall impression of confusion. Whilst visitors may not use Hove station as a gateway to the city, it may be used more by those travelling from the west to visit friends and relatives and therefore the visual environment is important. The A23 London Road is where most visitors enter the city by car from the north.

These areas are highlighted because of their significant impact on the visitor experience. They are the first and last areas seen by visitors and as such cannot be ignored when addressing spatial issues. Their inclusion as a Tourism Place is not because of any identified social need. However, in many examples, the information provided at each gateway (station and coach area) in particular can have an effect on where the visitor goes next. Stanmer Park is also considered a gateway from the city to the South Downs. It is featured under The Places: The Downs & Rural Villages.

| Issue | Key action | Partners | Time frame |
|--------------------------|---|---|---------------------|
| Creating identity | Strengthen the gateway locations into the city as essential to the overall welcome to the city for the visitor. In particular the train and coach stations need further enhancement with maps, information and a clean and safe environment provided. | City Council, landowners, National Express and coach operators, Network Rail, Southern Railways, local businesses | Short - medium term |
| | Develop new signage/tourism routes in line with the Public Space Public Life Study especially to encourage visitors to experience the city away from the established routes. This includes the North Laine area from Brighton station, George Street from Hove Station and Kemptown from the bus station . This could include signage and interpretation improvements for significant buildings and spaces to lead from the main gateways to cultural areas, attractions and retail neighbourhoods. | City Council, landowners, local businesses, Business Forum, Hove Business Partnership | Short – medium term |
| | Ensure signage for car drivers is clear and updated and provide directions for existing and potential new park and ride facilities. Ensure main roads into the city are attractive – to be taken forward through the London Road/Lewes Road masterplan and development plans. | City Council, developers and landowners | Medium term |
| | Develop an effective working partnership between landowners, operators and local authority to strengthen the identity of the gateways. | City Council, developers and landowners | Short - medium term |

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| Public space and places | The creation of a quality public realm at the gateways is essential to signal the entrance to the city. Ensure facilities for the public are provided and maintained such as public toilets and seating . Carry out a regular audit of facilities. | City Council, landowners | Short – medium term |
| | Ensure areas are kept clean of litter and graffiti | City Council | Short term |
| | Ensure the areas are accessible | City Council, landowners | Short term |
| | Signage is essential with a consistent approach throughout the city. Brighton city centre behind the main streets can be a maze of narrow lanes and it is essential the visitors can find the key visitor attractions easily without feeling unsafe or lost. | City Council | Short term |
| Safety and security | Develop a strategy to ensure the area is maintained as safe and inviting . This will include new or maintained lighting , regular upkeep and visible policing if necessary | City Council, Sussex Police, landowners | Short term |
| Economic Infrastructure | Support the development plans for the London Road and Lewes Road . In particular the plans to improve two of the main road gateways into and out of the city, both of which have been identified as ‘run down’, frequently congested and confusing for the visitor. | City Council, developers, landowners, businesses | Short – medium term |
| Link to The Experiences | The city gateways are the first arrival point for all those coming to enjoy the Core Experiences. These gateways must provide an enjoyable and welcoming experience. Clear and easily understood information must be provided for visitors wanting to access the parks and open spaces, festivals and events and the countryside whether by bus, cycle, foot or car. | All key public and private sector partners and organisations | Short – long term |

TOURISM PLACE: THE SEAFRONT (Madeira Drive to Peace Statue)

The seafront Tourism Place is divided into two parts for ease of reference. This section refers to the seafront which runs from the Peace statue in the west to the end of Madeira Drive in the east. This section of the seafront is not one homogeneous area and within it, are several distinct area characteristics. The seafront from the Brighton Pier to the Peace statue has undergone significant improvements and development over the last 10 years although the area around the West Pier is yet to be developed as part of the i360 attraction. This section of the seafront is the most visited and contains the majority of bars, nightclubs, restaurants and facilities such as play areas as well as having gained the blue flag status for the quality of the beach and sea. It also contains a number of facilities for water sports including Brighton sailing club.

The part of the beach from the Brighton Pier to the end of Madeira Drive has a different characteristic with fewer bars and cafes and facilities for the visitor. In recent years, there have been some new developments such as the Yellowwave beach sports centre. However, there have been limited environmental enhancements made of the area compared to the section of the beach outlined above. There is the wide open space of Madeira Drive, with chicane barriers to prevent racing, plus the visual appearance along Madeira Drive out across the beach is at the moment open with few notable landmarks. This section of the seafront provides a vital link between the Brighton Pier and the Marina development.

This section is probably one of the most visited areas in the city being a location that has the most to offer the visitor especially day visitors who can easily locate the beach from Brighton station, straight down Queens Road. For this section of the seafront, the key issues are the continued maintenance of the area and the focussing on sections that detract from the overall improved landscape as developed over the last 10 years. This includes the bandstand and the area around the West Pier. In addition, facilities for residents and visitors need to be maintained such as toilet facilities, seats and signage and as the area is popular at night due to the nightclubs, security issues are important.

The section to the east of Brighton Pier provides an important link between the central seafront area and the Marina. It has a number of developments that offer interest especially the Volks railway, the arches and the Yellowwave beach sports facility but further attention is now needed on environmental enhancements, transport links to the Marina and visual improvements to Madeira Drive.

Kingsway is currently a wide two/four lane road that carries a significant amount of traffic and running along side is the cycleway. As a backdrop to the seafront are several significant buildings, not least the imposing two hotels: The Grand and The Metropole and the Brighton Centre and Kings West building.

| Issue | Key action | Partners | Time frame |
|--------------------------|---|--|---------------------|
| Creating identity | Continue to develop the identity of the seafront as it continues to be the city's 'shopwindow' and remains one of the most visited parts of the city particularly in summer. The space along the seafront, the sea, the beach and the buildings behind the main road all offer opportunities for further improvement, new developments and attractions. | City Council, landowners, businesses, developers | Short – medium term |

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| | Develop a masterplan for Madeira Drive to include ideas for visual enhancement, improvements to Madeira Drive, signage, and transport links to the Marina taking on board the development timeline for the Brighton International Arena at Black Rock. Include an assessment of the future of the Madeira Drive lift and the operations of Volks railway. | City Council, landowners, transport providers | Short - medium term |
| Public space and places | Ensure the entire seafront has adequate facilities for visitors such as public toilets, seating and clear signage. Assess the need for shower and changing facilities. | City Council | Short – medium term |
| | Promote sport and activities along the seafront to include cycling, water sports, health walks, petanque, skating, swimming and beach sports such as volleyball. | City Council, businesses, sports facility operators | Short term |
| | Consider providing new forms of shade and shelter for the seafront with tree planting or new structures. | City Council | Short term |
| | Continue to improve access to the beach to ensure it is accessible to those with mobility problems | City Council | Short term |
| | Support a continued programme of repair, maintenance and painting of the railings and iron work | City Council | Short – medium term |
| | Consider locations for new public art/public sculpture work | City Council, artists | Short term |
| | Support the enhancement plans for the bandstand and area around the West Per/i360 . | City Council, developers | Short term |
| | Ensure blue flag status is maintained and bathing water quality remains of the highest standard. | City Council | Short term |
| | Assess the cycle lane provision along the seafront and promenade with improvements considered especially where vehicles, pedestrians and cyclists clash at certain pinch points. | City Council | Short term |
| Safety and security | Implement a project for new lighting especially in the area around the nightclubs in order to improve safety for visitors. | City Council, Sussex Police, local businesses, CABB | Short – medium term |

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| Economic Infrastructure | Consider access and transport requirement along the seafront to the Marina | City Council | Medium term |
| | Continue to effectively manage Madeira Drive as a location for major events . | City Council, event organisers | Short term |
| | Develop the Brighton Centre and Kings West building as part of the overall comprehensive Brighton Centre redevelopment programme. | City Council, SEEDA, landowners, developers, local businesses | Medium term – long term |
| | Engage and work closely with the traders along the seafront arches in particular to encourage the improvement and maintenance of properties where needed and to identify areas in need of safety improvements. | City Council, businesses, Sussex Police, Business Crime Reduction Partnership | Short term |
| Link to the Experiences | The area around the seafront could be a location to attract high quality architecture , as part of the new developments already underway north of the A259 coast road (Brighton Centre) and any future developments along Madeira Drive (Black Rock). The area can also be a venue for new events in particular Madeira Drive and these can be developed as part of any future masterplan exercise. There are opportunities to develop new conference space as part of the Brighton Centre redevelopment thus enhancing the business tourism offer and the seafront is an excellent place to experience healthy and outdoor activities , both organised and informal. | All key public and private sector partners and organisations | Short – long term |

TOURISM PLACE: THE SEAFRONT (Peace Statue to Hove lagoon)

This section of the seafront expands from the Peace statue to Hove Lagoon in the west. The area has a distinct character and one that is different to the central seafront of Brighton. Nevertheless, it offers a number of experiences for the visitor and any future development should focus on the air of peacefulness and wide open spaces enjoyed by this part of the beach, compared to the Brighton seafront. The seafront is characterised by the open Hove lawns, the wide promenade and the small number of outdoor cafes and well maintained beach huts. However, the visual skyline of the Hove seafront will change with the King Alfred development and this may have a significant impact on the number of people visiting this part of the seafront.

This section of the seafront has a less commercial feel compared to the central Brighton section. It has fewer visitor facilities and fewer cafes along the seafront. The main cafes on the actual seafront promenade are outdoors apart from the Babylon lounge. The backdrop to the seafront is stunning with Brunswick Terrace being the most recognisable and well known. However, few visitors venture along Hove seafront and there is the opportunity to encourage visitors to experience this area.

| Issue | Key action | Partners | Time frame |
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| Creating identity | Develop the calmness of this section of the seafront through the development of new spa/health facilities. | City Council, developers, landowners | Medium – long term |
| Public space and places | Ensure the entire seafront has adequate facilities for visitors such as public toilets, seating, clear signage and these are maintained. Assess the need for new shower and changing facilities. | City Council | Short – medium term |
| | Produce signage to promote sport and activities along the seafront to include cycling, water sports, health walks, learning facilities at Hove Lagoon, King Alfred and skating/roller blading. | City Council, businesses, sports facility operators | Short term |
| | Consider providing new forms of shade and shelter for the seafront with a programme of appropriate planting or new shade giving structures. | City Council | Short term |
| | Ensure the beach is accessible to those with mobility problems. | City Council | Short - term |
| | Support a continued programme of repair, maintenance and painting of the railings and iron work. | City Council | Short – medium term |
| | Consider locations for new public art/public sculpture work . | City Council, artists | Short term |

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| | Ensure the public realm areas around the new King Alfred development is delivered and maintained to the highest standard. | City Council, developers | Medium – long term |
| | Assess the cycle lane provision along the seafront and promenade with improvements considered especially where vehicles, pedestrians and cyclists clash at certain pinch points. | City Council | Short term |
| | Ensure blue flag status is maintained and bathing water quality remains of the highest standard | City Council | Short term |
| Safety and security | Consider appropriate lighting in order to improve visitor safety. | City Council, Sussex Police, local businesses | Short – medium term |
| Economic Infrastructure | Provide ways of encouraging the visitor to travel from the seafront to nearby shops and pubs so that businesses can benefit from the visitor spend. | City Council, local businesses, Hove Business Partnership, Business Forum | Short – medium term |
| | Consider further café/restaurant facilities near to King Alfred or between King Alfred and Lagoon. | City Council, local businesses, developers | Medium – long term |
| Link to the Experiences | The area around the seafront could be a location to attract new health and spa developments provided these do not conflict with the open feel of this part of the seafront. This area is also an excellent place to experience healthy and outdoor activities , both organised and informal and could accommodate new recreation/sports developments and promotion. | All key public and private sector partners and organisations | Short – long term |

TOURISM PLACE: NEIGHBOURHOODS (Kemptown, Brunswick, Central Hove)

Each of these areas has its own unique character but in all cases, each one offers a local, lively, intimate and picturesque experience for the visitors.

Kemptown is the heart of Brighton & Hove's LGBT community. The central retail streets are George Street and St James' Street but it also includes some outstanding regency squares as well as many shops, hotels, guesthouses, bars, pubs and restaurants.

Brunswick town is described as one of the finest examples of regency and early Victorian planning and architecture in the country (source: Brighton & Hove City Council). There are more than 500 listed buildings in the area. Today the area still provides a fantastic urban neighbourhood for the visitor with buildings, gardens, cafes and pubs all within easy reach of Hove seafront.

Central Hove and in particular George Street, is a local shopping centre offering a number of individual shops, a pleasant pedestrianised retail area and some cafes and pubs, all within easy reach of Hove station and the seafront.

It is not known how many visitors experience or know about these locations and those that do, perhaps are visiting friends and relatives rather than new visitors to the city with no connection to it. Each of the neighbourhoods provides an opportunity to experience Brighton & Hove away from the busy city 'honeypot' locations and to seek new pub, café and independent shopping locations together with enjoying some fantastic heritage and architectural buildings and squares. At the moment the current tourism activity is constrained by the lack of awareness of what each area can offer the visitor.

| Issue | Key action | Partners | Time frame |
|--------------------------|--|---|---------------------|
| Creating identity | Develop new and expand existing walking tours of each area ensuring, wherever possible, that they are led by local people | City Council, local business, local residents | Short term |
| | Develop and promote the benefits of new visitors to each neighbourhood through consultation with local residents and businesses. Consider setting up community tourism fora in each main area or develop these as part of the existing business associations | City Council, local business, local residents | Short – medium term |
| | Events programme developed and publicised that benefit visitors, local community and businesses | City Council, local business, local residents | Short – medium term |
| Public space | Basic facilities for visitors such as public toilets, seating, signage provided and maintained | City Council | Short term |

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| and places | Consider pedestrian priority scheme in St James Street to allow for ease of movement by pedestrians | City Council, local businesses, local transport providers | Medium term |
| | Consider opportunities for new tree planting in the neighbourhoods especially in public places such as parks, open areas and streets. | City Council | Short term |
| Safety and security | Zero tolerance to unsociable behaviour by visitors so that the city can achieve a better market mix. Encourage visible presence by Sussex Police in the neighbourhoods. | City Council, businesses, Sussex Police, Crime & Disorder Reduction Partnership | Short term |
| Economic Infrastructure | Provide information and improve facilities for people with disabilities . | City Council, Federation of Disabled People | Short term |
| Link to the Experiences | All of the neighbourhoods provide an opportunity to hold new events and festivals particularly ones that are community led but will benefit visitors and businesses. The neighbourhoods offer locations for new Film and TV production and have a wealth of built and cultural heritage experiences providing opportunities to learn more about each area. | All key public and private sector partners and organisations | Short – long term |

TOURISM PLACE: The DOWNS & RURAL VILLAGES

Stanmer and Rottingdean Villages

These are two stand alone villages, some distance from the centre of the city but both offer a chance to escape from the crowds of the city centre and to experience Sussex villages.

Rottingdean is a Downland settlement with an historic village centre. Although the visitor can access the beach and seafront from the village, the main heart lies to the north of the A259 coast road and contains many historic houses, a museum, art gallery, and gardens around a village green and pond. It has a strong village retail and community heart.

Stanmer is an Estate comprising of parkland, an historic house and rural village a few miles from the city centre. Stanmer House has recently been refurbished and apart from the glimpse of the University of Sussex buildings, Stanmer Park has quite a rural feel about it.

Both areas do offer interest for visitors, including open space, cafes, museums and walks and both villages provide excellent 'gateways' to the Downs for visitors and can be easily reached from the city centre.

| Issue | Key action | Partners | Time frame |
|--------------------------|--|--|---------------------|
| Creating identity | Provide information to visitors on both villages in particular for those visitors staying within the city centre because of the accessibility of both villages from the city centre via public or private transport thus offering the visitor open space, a rural atmosphere and historic interest. | City Council, Rottingdean Parish Council, local businesses, landowners | Short term |
| | Develop walking tours or trail/leaflets for both villages. For Rottingdean, to include a walking tour of landmarks linked to famous residents and people. | City Council, Rottingdean Parish Council | Short term |
| | Develop Stanmer as a gateway to the Downs for visitors and as a sustainable link between the city and the Downs through public transport links. | City Council | Short – medium term |
| | Continue to promote Rottingdean as an existing gateway to the Downs with easy links from the city centre for the visitor to the village and then onto the Downs to enjoy walks, local nature reserves and Down land buildings | City Council, Rottingdean Parish Council | Short term |
| Public space | Ensure basic visitor amenities such as seating and toilets are provided and maintained. | City Council | Short term |

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| and places | Ensure parks and open spaces are maintained and facilities provided for the visitor in particular Kipling Gardens in Rottingdean and Stanmer Park. | City Council | Short term |
| Economic Infrastructure | Support the work of the City Council to consider uses for redundant buildings at Stanmer particularly related to Stanmer becoming a more prominent gateway to the Downs. | City Council | Short – medium term |
| Link to the Experiences | The two villages provide an excellent opportunity for the visitor to experience outdoor, healthy activities such as walking and cycling. They also offer opportunities for the visitor to understand more about the natural, built and cultural heritage of the rural villages within Brighton & Hove | All key public and private sector partners and organisations | Short – long term |

TOURISM PLACE: THE DOWNS & RURAL VILLAGES

The South Downs

The Sussex Downs Area of Outstanding Natural Beauty (AONB) is on the doorstep of the city and can be accessed from the city centre. The city of Brighton & Hove has an unrivalled location in this part of the South East with having the sea and the Downs on its doorstep. The Downs offers an outstanding natural landscape plus a number of Sussex villages and small towns all within easy reach.

The area is currently under review to become a National Park and the city provides an obvious gateway to visiting the Downs. The South Downs are easily accessible by public transport and the city provides an excellent base to visit the countryside and partake in healthy, outdoor activities. This concept is well developed in other areas of the UK such as Yorkshire where visits to city and countryside are seen together.

| Issue | Key action | Partners | Time frame |
|--------------------------------|--|---|-------------|
| Creating identity | Continue to promote visits to the countryside from the city- The Downs & The Sea | City Council, South Downs Joint Committee, Sussex Tourism Partnership | Short term |
| | The two areas not readily packaged together. Look at whether visitors to the city centre know about the Downs or are interested in visiting the area even for a short time. | City Council | Short term |
| | Promote further walking and cycling trails from city to Downs to encourage fewer visitors to travel by car as well as using the bus and train to reach the Downs. | City Council | Short term |
| | Develop three key gateways to the Downs linking the Downs with the city at Stammer, Rottingdean and Hangleton . | City Council, local communities | Short term |
| | Develop opportunities to develop greater understanding of the local distinctiveness and cultural identity of the South Downs. | City Council, South Downs Joint Committee | Short term |
| Public space and places | Develop other locations for visitors to access the Downs from rather than the usual honeypot areas provided there is management plan to prevent long term damage | City Council, South Downs Joint Committee | Medium term |

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| Economic Infrastructure | Work in partnership with neighbouring authorities, the South Downs Joint Committee and Sussex Tourism Partnership and seek ways of delivering the tourism sections of the South Downs Management Plan where they are relevant to the areas surrounding the city. | City Council, South Downs Joint Committee, Sussex Tourism Partnership, neighbouring authorities | Short-medium term |
| | Support partnership working with the City Council and Downland farmers to consider ways of diversifying the business , developing local markets and supply chains. Also consider the potential for farm stays and B&B facilities as part of the accommodation offer for the city. | City Council, South Downs Joint Committee, Sussex Tourism Partnership, local businesses, farmers and landowners | Medium term |
| Link to the Experiences | The proximity of the South Downs to the city provides an excellent opportunity for the visitor to experience outdoor, healthy activities such as walking and cycling. The Downs also offer opportunities for the visitor to understand more about the natural and cultural heritage of the rural countryside. | All key public and private sector partners and organisations | Short – long term |

TOURISM PLACE: PARKS AND OPEN SPACES

Preston Park, The Level, Pavilion Gardens

A number of attractive heritage parks and open spaces exist in the city and provide a welcome green lung within the city centre. Many have been in existence for several hundred years and were popular in Victorian times. In particular the space from the seafront running northwards (The Steine, Valley Gardens, St Peter Church and The Level) is encased by lanes of traffic and there is the opportunity to develop and improve the area so it is more pedestrian friendly and therefore more attractive to visitors.

The gardens around the Royal Pavilion are right in the heart of Brighton and are used all year round by visitors, workers and residents as an open space for relaxing. The Pavilion Gardens are heavily used by visitors because of their location in the cultural quarter and the Royal Pavilion.

By contrast, Preston Park is the largest urban park in the city and serves as a welcome open space for visitors to Brighton travelling from the north. The Park has been restored and is often used as a venue for large outdoor events.

The Level and Preston Park are mostly visited by local residents. The Open Space survey carried out as part of the Local Development Framework, identified several actions to improve the open spaces. Many of the parks are not situated in the usual visited areas of the city but this could change, for example, visitors to Preston Manor could be encouraged to visit Preston Park. Seven of the City's parks currently have Green Flag Awards.

| Issue | Key action | Partners | Time frame |
|--------------------------------|---|-----------------------------|-------------|
| Creating identity | Provide information on the parks and open spaces of the city and walks within | City Council | Short term |
| | Consider locating exhibitions of public art works in the parks and open spaces. | City Council, artists | Short term |
| | Provide signage and new of improved interpretation boards for each park to help the visitor understand more about each park. | City Council | Short term |
| | Maintain and expand the number of parks in receipt of the coveted Green Flag Award | City Council | Medium term |
| Public space and places | Improve or eradicate issues concerning the inappropriate uses of vehicles such as skateboards, quad bikes etc | City Council | Short term |
| | Continue to address the issue of open spaces and parks being used by street drinkers/drug users . | City Council, Sussex Police | Short term |
| | Improve and maintain facilities within the parks such as seats and public toilets | City Council | Short term |

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| | Improve pedestrian access and to enable easy access for people with disabilities | City Council | Short term |
| Safety and security | Provide a programme of environmental improvements such as lighting, litter management, graffiti removal, providing hand rails, providing performance areas and introducing public art. | City Council | Short term |
| | Support the idea of expanding the role of the urban rangers to provide a presence in the parks so the security of residents and visitors alike. | City Council | Short term |
| Economic Infrastructure | Consider new locations for sports/recreation facilities and play equipment for children | City Council | Medium term |
| | Enhance the parks and open spaces with new planting areas, cycle lanes where appropriate and do not clash with pedestrian users and new refreshment facilities. | City Council, businesses | Medium term |
| Link to the Experiences | The proximity of a number of parks and open spaces to the city provides an excellent opportunity for the visitor to experience outdoor, fresh air and to spend time relaxing away from the city centre activities and partake in healthy activities such as walking and cycling. In addition the larger parks provide an opportunity to stage outdoor events and festivals . | All key public and private sector partners and organisations | Short – long term |

Shopping in Brighton & Hove is a popular and important activity by visitors to the city. A recent report by the Work Foundation on Distinctiveness and Cities (October 2007) makes reference to the New Economic Foundation report on Clone Town Britain and found evidence of the decline of local shops. It states that a successful city can have a balance of convenient chain stores and independent quirky shops. Certainly the variety of retail offer in the city is of significant importance for the visitor economy. This section of the strategy focuses on two Tourism Places that are the most unique and interesting retail areas of Brighton. However, it is acknowledged that several other neighbourhoods within the city also offer diverse retail environments including St James Street, The Marina and Brunswick. These unique areas offer visitors a shopping experience that is very different to most other large towns and cities in England.

The retail study carried out in 2006 as part of the Local Development Framework identified a number of issues that should be addressed with regard to Brighton City centre retail, not least acknowledging that the city has a number of distinct retail areas which contribute to the overall offer.

| Issue | Key action | Partners | Time frame |
|--------------------------------|--|---|---------------------|
| Creating identity | Signage programme for significant buildings and spaces as the base for thematic walks | City Council, civic societies, Traders Associations | Short term |
| | Through the Public Space Public Life Study, improve pedestrian networks to the retail areas from key access points and gateways into the city. In particular The Lanes are difficult to find from main roads. Consider signage banners to encourage pedestrians to visit both retail areas. Pedestrian connectivity between these retail areas needs improving. | City Council, Business Forum | Short – medium term |
| | Take prompt and firm enforcement action against developers contravening planning regulations. | City Council | Short term |
| Public space and places | Improvement in overall environment, signage and seating . Signage in particular is needed from the gateways such as Brighton station and Churchill Square to The Lanes and North Laine. | City Council | Short term |
| | Encourage improvements of retail frontages and the use of displays for empty shops. | City Council, businesses, shop owners | Short term |

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| | Consideration giving pedestrian priority for entire length of North Laine retail area. | City Council, North Laine Traders Association | Medium term |
| Safety and security | Consider options for managing retail spaces such as providing a visible authority, CCTV or lighting. Support the work being undertaken in the BID area to prevent crime and disorder through the Business Crime Reduction Partnership | City Council, Sussex Police, visitors, venues & attractions, Business Crime Reduction Partnership, BID steering group | Short – medium term |
| Economic Infrastructure | Support planning policy to provide for a mix of Class A planning uses in primary frontage areas to maintain vitality and viability and avoid domination of cafes and restaurants. | City Council | Short term |
| | Support bespoke and specific training opportunities for retailers especially for individual independent retailers. | Business Forum, Traders associations, businesses | Short term |
| | Promotion of markets/events in both retail areas to attract visitors. | City Council, Business Forum, businesses | Short term |
| | Support the economic viability of the retail areas through greater understanding amongst retailers on the processes surrounding rates and rates through supporting the traders associations in each area. | City Council, Business Forum, Traders Associations, businesses | Short term |
| Link to the Experiences | Both retail areas provide opportunities and locations to develop new markets and events to support local businesses and the community. They offer excellent locations for film and TV production and possible location for small independent health and beauty treatment businesses to complement the predominately retail offer. | All key public and private sector partners and organisations | Short – long term |