

# **BRIGHTON & HOVE CITY COUNCIL MEETING**

**4.30PM 24 OCTOBER 2013**

**COUNCIL CHAMBER, HOVE TOWN HALL**

## **AGENDA**



Brighton & Hove  
City Council

# Council Meeting

Title:	<b>Council</b>
Date:	<b>24 October 2013</b>
Time:	<b>4.30pm</b>
Venue	<b>Council Chamber, Hove Town Hall</b>
Members:	<b>All Councillors</b> You are summoned to attend a meeting of the BRIGHTON & HOVE CITY COUNCIL to transact the under-mentioned business.
	Prayers will be conducted in the Council Chamber at 4.20pm by Father Jerry, St. Peter's Catholic Church.
Contact:	<b>Mark Wall</b> Head of Democratic Services 01273 291006 mark.wall@brighton-hove.gov.uk



The Town Hall has facilities for people with mobility impairments including a lift and wheelchair accessible WCs. However use of the lift is restricted for health and safety reasons please refer to the Access Notice in the agenda.



An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter and infra red hearing aids are available for use during the meeting. If you require any further information or assistance, please contact the receptionist on arrival.

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- You should proceed calmly; do not run and do not use the lifts;
- Do not stop to collect personal belongings;
- Once you are outside, please do not wait immediately next to the building, but move some distance away and await further instructions; and
- Do not re-enter the building until told that it is safe to do so.

## AGENDA

**29. DECLARATIONS OF INTEREST**

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

In each case, you need to declare

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

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

**30. MINUTES****1 - 32**

To approve as a correct record the minutes of the last Council meeting held on the 18<sup>th</sup> July 2013 (copy attached).

*Contact Officer: Mark Wall*  
*Ward Affected: All Wards*

*Tel: 29-1006*

**31. MAYOR'S COMMUNICATIONS.**

To receive communications from the Mayor.

**32. TO RECEIVE PETITIONS AND E-PETITIONS.**

Petitions will be presented by Members and/or members of the public to the Mayor at the meeting.

*Contact Officer: Mark Wall*

*Tel: 29-1006*

**33. WRITTEN QUESTIONS FROM MEMBERS OF THE PUBLIC.**

A list of public questions received by the due date of the 17<sup>th</sup> October 2013 will be circulated separately as part of an addendum at the meeting.

*Contact Officer: Mark Wall*

*Tel: 29-1006*

**34. DEPUTATIONS FROM MEMBERS OF THE PUBLIC.**

A list of deputations received by the due date of the 17<sup>th</sup> October 2013 will

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be circulated separately as part of an addendum at the meeting.

*Contact Officer: Mark Wall*

*Tel: 29-1006*

### **35. WRITTEN QUESTIONS FROM COUNCILLORS.**

**33 - 34**

A list of the written questions submitted by Members has been included in the agenda papers. This will be repeated along with the written answers received and will be taken as read as part of an addendum circulated separately at the meeting.

*Contact Officer: Mark Wall*

*Tel: 29-1006*

*Ward Affected: All Wards*

### **36. ORAL QUESTIONS FROM COUNCILLORS**

**35 - 36**

A list of Councillors who have indicated their desire to ask an oral question at the meeting along with the subject matters has been listed in the agenda papers.

*Contact Officer: Mark Wall*

*Tel: 29-1006*

*Ward Affected: All Wards*

### **37. CALL OVER FOR REPORTS OF COMMITTEES.**

(a) Call over (items 38 - 41) will be read out at the meeting and Members invited to reserve the items for consideration.

(b) To receive or approve the reports and agree with their recommendations, with the exception of those which have been reserved for discussion.

(c) Oral questions from Councillors on the Committee reports, which have not been reserved for discussion.

*Contact Officer: Mark Wall*

*Tel: 29-1006*

### **38. ECONOMIC STRATEGY AND ACTION PLAN 2013-18**

**37 - 154**

*Contact Officer: Cheryl Finella*

*Tel: 29-1095*

*Ward Affected: All Wards*

### **6.30 - 7.15PM REFRESHMENT BREAK**

Note: A refreshment break is scheduled for 6.30pm although this may alter slightly depending on how the meeting is proceeding and the view of the Mayor.

### **39. APPOINTMENT OF HONORARY RECORDER**

**155 - 158**

*Contact Officer: Abraham Ghebre-Ghiorghis*

*Tel: 29-1500*

*Ward Affected: All Wards*

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### 40. PROTOCOL FOR APPOINTMENT OF HONORARY FREEMEN/WOMEN 159 - 164

Contact Officer: Oliver Dixon  
Ward Affected: All Wards

Tel: 29-1512

### ITEMS REFERRED FOR INFORMATION

### 41. MODERNISING THE COUNCIL - WORKSTYLES PHASE THREE 165 - 170

Extract from the proceedings of the Special Policy & Resources Committee meeting held on the 12<sup>th</sup> September 2013, together with a report of the Executive Director for Finance & Resources (copies attached).

Contact Officer: Angela Dymott  
Ward Affected: All Wards

Tel: 29-1450

### 42. NOTICES OF MOTION. 171 - 178

The following Notices of Motion have been submitted by Members for consideration (copies attached):

- (a) **Partnering with Faith Groups in the City.** Proposed by Councillor Summers.
- (b) **Small Business Saturday.** Proposed by Councillor Morgan.
- (c) **High Strength Alcohol Ban.** Proposed by Councillor Lepper.
- (d) **Empowering Local Communities.** Proposed by Councillor J. Kitcat.

### 43. CLOSE OF MEETING

The Mayor will move a closure motion under Procedure Rule 17 to terminate the meeting 4 hours after the beginning of the meeting (excluding any breaks/adjournments).

*Note:*

1. *The Mayor will put the motion to the vote and if it is carried will then:-*

- (a) *Call on the Member who had moved the item under discussion to give their right of reply, before then putting the matter to the vote, taking into account the need to put any amendments that have been moved to the vote first;*
- (b) *Each remaining item on the agenda that has not been dealt with will then be taken in the order they appear on the agenda and put to the vote without debate.*

*The Member responsible for moving each item will be given the opportunity by the Mayor to withdraw the item or to have it*

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*voted on. If there are any amendments that have been submitted, these will be taken and voted on first in the order that they were received.*

- (c) *Following completion of the outstanding items, the Mayor will then close the meeting.*
2. *If the motion moved by the Mayor is **not carried** the meeting will continue in the normal way, with each item being moved and debated and voted on.*
  3. *Any Member will still have the opportunity to move a closure motion should they so wish. If such a motion is moved and seconded, then the same procedure as outlined above will be followed.*

*Once all the remaining items have been dealt with the Mayor will close the meeting.*

The City Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public. Provision is also made on the agendas for public questions to committees and details of how questions can be raised can be found on the website and/or on agendas for the meetings.

The closing date for receipt of public questions and deputations for the next meeting is 12 noon on the fifth working day before the meeting.

Agendas and minutes are published on the council's website [www.brighton-hove.gov.uk](http://www.brighton-hove.gov.uk). Agendas are available to view five working days prior to the meeting date.

Meeting papers can be provided, on request, in large print, in Braille, on audio tape or on disc, or translated into any other language as requested.

### **WEBCASTING NOTICE**

This meeting may be filmed for live or subsequent broadcast via the Council's website. At the start of the meeting the Mayor will confirm if all or part of the meeting is being filmed.

You should be aware that the Council is a Data Controller under the Data Protection Act 1988. Data collected during this web cast will be retained in accordance with the Council's published policy (Guidance for Employees' on the BHCC website).

Therefore by entering the meeting room and using the seats around the meeting tables you are deemed to be consenting to being filmed and to the possible use of those images and sound recordings for the purpose of web casting and/or Member training. If members of the public do not wish to have their image captured they should sit in the public gallery area.

If you have any queries regarding this, please contact the Head of Democratic Services or the designated Democratic Services Officer listed on the agenda.

## COUNCIL

For further details and general enquiries about this meeting contact Mark Wall, (01273 291006, email [mark.wall@brighton-hove.gov.uk](mailto:mark.wall@brighton-hove.gov.uk)) or email [democratic.services@brighton-hove.gov.uk](mailto:democratic.services@brighton-hove.gov.uk).


### **ACCESS NOTICE**

The lift cannot be used in an emergency and Evac Chairs are not suitable due to limitations of the escape routes. **For your own safety please do not to go beyond the Ground Floor if you are unable to use the stairs.**

Please inform staff on Reception if this affects you so that you can be directed to the rear of the Council Chamber or an alternative room where video conferencing facilities will be available for you to use should you wish to watch the meeting or need to take part in the proceedings e.g. because you have submitted a public question.

**We apologise for any inconvenience caused**

Date of Publication - Wednesday, 16 October 2013



Penelope Thompson CBE  
Chief Executive

King's House  
Grand Avenue  
Hove  
BN3 2LS





**BRIGHTON & HOVE CITY COUNCIL****COUNCIL****4.30pm 18 JULY 2013****COUNCIL CHAMBER, BRIGHTON TOWN HALL****MINUTES**

**Present:** Councillors Cobb (Chair), Randall (Deputy Chair), Barnett, Bennett, Bowden, Brown, Buckley, Carden, Cox, Davey, Deane, Duncan, Farrow, Fitch, Gilbey, Hamilton, Hawtree, Hyde, Jarrett, Jones, Kennedy, A Kitcat, J Kitcat, Lepper, Littman, Mac Cafferty, Marsh, Meadows, Mears, Mitchell, Morgan, A Norman, K Norman, Peltzer Dunn, Phillips, Pidgeon, Pissaridou, Powell, Robins, Rufus, Shanks, Simson, Summers, Sykes, C Theobald, G Theobald, Wakefield, Wealls, Wells, West and Wilson.

**PART ONE****13. DECLARATIONS OF INTEREST**

- 13.1 Councillor Simson declared a personal but not prejudicial interest in Items 16 and 18, as a petition and deputation were due to be presented by her daughter in regard to road safety in Davey Road and St. Joseph's School; and Item 27(b) Notice of Motion regarding Teachers Pay as her was a Teacher;
- 13.2 Councillor Randall declared a personal but not prejudicial interest in Items 27(b) Notice of Motion regarding Teachers Pay as his daughter was a teacher and 27(c) Notice of Motion regarding Payday Lenders as he was a member of the local credit union;
- 13.3 Councillor Hamilton declared a personal but not prejudicial interest in Item 27(b) Notice of Motion regarding Teachers Pay as his daughter was a teacher;
- 13.4 Councillor Pissaridou declared a personal but not prejudicial interest in Item 27(b) Notice of Motion regarding Teachers Pay as her daughter was a teacher;
- 13.5 Councillor Rufus declared a personal but not prejudicial interest in Item 27(c) Notice of Motion regarding Payday Lenders as he was a member of the local credit union;
- 13.6 Councillor Mac Cafferty declared a personal but not prejudicial interest in Item 27(c) Notice of Motion regarding Payday Lenders as he was a member of the local credit union;

- 13.7 Councillor Duncan declared a personal but not prejudicial interest in Item 27(c) Notice of Motion regarding Payday Lenders as he was a member of the local credit union;
- 13.8 Councillor Wakefield declared a personal but not prejudicial interest in Item 27(c) Notice of Motion regarding Payday Lenders as she was a member of the local credit union;
- 13.9 Councillor Jarrett declared a personal but not prejudicial interest in Item 27(c) Notice of Motion regarding Payday Lenders as he was a member of the local credit union;
- 13.10 Councillor Lepper declared a personal but not prejudicial interest in Item 27(c) Notice of Motion regarding Payday Lenders as she was a member of the local credit union;
- 13.11 Councillor Morgan declared a personal but not prejudicial interest in Item 27(c) Notice of Motion regarding Payday Lenders as he was a member of the local credit union;
- 13.12 Councillor Wells declared a personal and prejudicial interest in Item 27(d) Notice of Motion regarding Taxi Licensing as his son was a local taxi driver and stated that he would therefore leave the meeting and take no part in the debate or decision thereon;
- 13.13 No other declarations of interests in matters appearing on the agenda were made.

#### **14. MINUTES**

- 14.1 The minutes of the Special Meeting held on the 9<sup>th</sup> May 2013 were approved and signed by the Mayor as correct record of the proceedings, subject to the word 'passed' in paragraph 3.9 being changed to read '**past**'.
- 14.2 The minutes of the last ordinary meeting held on the 9<sup>th</sup> May 2013 were approved and signed by the Mayor as a correct record of the proceedings.
- 14.3 The minutes of the Annual Meeting held on the 23<sup>rd</sup> May 2013 were approved and signed by the Mayor as a correct record of the proceedings.

#### **15. MAYOR'S COMMUNICATIONS.**

- 15.1 The Mayor welcomed everyone to the meeting and stated that as it was her first full council meeting to Chair, she thought it would be useful to say a few words about how she intend to chair these meetings. She would adopt a firm but fair approach. She would endeavour to ensure that all Members, irrespective of party affiliation, had a fair and equal opportunity to speak. She would, at the same time, be strict when it came to enforcement of time limits. She would expect a Member to stop speaking and sit down when their time was up and she would remind a speaker when they had 30 seconds left.
- 15.2 She also expected Members to respect proceedings and, unless there was an emergency or unavoidable reason Members should remain seated and not walk around in the background or have conversations whilst the meeting was proceeding.
- 15.3 She expected Members to use points of order properly and not use them as a general way of expressing disapproval or objection to what other Members were saying and

drew attention to the description of what a point of order was in the papers on the agenda just before the minutes on page 1.

- 15.4 She hoped Members would understand and co-operate with these ways of working as they all had an interest in ensuring that Council meetings ran smoothly and in accordance with Standing Orders. She also asked that Members ensured their microphone was pointing almost directly up to ceiling and that they held any papers to side.
- 15.5 The Mayor stated that she intended to use the electronic voting system for the undertaking of voting on items and as it was the first time there may be a slight delay in enabling the devices at the point of voting. However, she hoped that it would prove to be more effective and informative for the members of the public present and those watching the web cast.
- 15.6 The Mayor informed the council that she had agreed to take a late report at the meeting, which was listed as item 26(A) in the Addendum, regarding the changes to the allocations of seats on committees as a result of the Hanover & Elm Grove By-election last Thursday, which altered the political make-up of the Council.
- 15.7 The Mayor drew Members' attention to the Addendum papers that had been circulated and noted that in respect of Item 24, Substitution on Audit & Standards Committee and Composition of Standards Panels there was a revised set of wording as there were some discrepancies in the extract and report. She also noted that a revised version of the Conservative Group's Notice of Motion, Item 27(f) Traveller Encampments, had been included where the word 'unlawful' has been replaced by 'unauthorised'.

## **16. TO RECEIVE PETITIONS AND E-PETITIONS.**

- 16.1 The Mayor invited the submission of petitions from councillors and members of the public. She reminded the Council that petitions would be referred to the appropriate decision-making body without debate and the person presenting the petition would be invited to attend the meeting to which the petition was referred.
- 16.2 Miss Sihlan Oghan and Ms. Simson presented a petition signed by over 100 residents, concerning road safety in Davey Drive near to St. Joseph's School.
- 16.3 Councillor Mitchell presented a petition on behalf of Ms. Miller signed by 564 residents, concerning the need to enable Badgers Tennis Club to continue to exist.
- 16.4 Councillor Carden presented a petition signed by over 60 residents, concerning the proposed changes to Downs Park School.
- 16.5 Councillor Rufus presented a petition signed by 130 residents, concerning the need for a pedestrian crossing along Brentwood Street.
- 16.6 Councillor Duncan presented a petition signed by 112 residents, concerning the introduction of controlled parking in the Bakers Bottom area of Queen's Park ward and noted that around 7 residents had indicated their opposition to such an introduction.

16.7 The Mayor noted that there were no other petitions to be presented.

**17. WRITTEN QUESTIONS FROM MEMBERS OF THE PUBLIC.**

17.1 The Mayor reported that four written questions had been received from members of the public and invited Mr. Barraball to come forward and address the council.

17.2 Mr. Barraball asked the following question; “The people in City Clean put themselves at risk daily, they work long hours for basic pay, some of them have to take two jobs to make ends meet and I think there lies the put up risk because of these long hours and the hazardous circumstances that they face daily so I think their wages should be really considered not just for the three years that the negotiations are giving them but for the foreseeable future, that they can have a living wage on that one wage doing an arduous job.”

17.3 Councillor J. Kitcat replied; “In essence your question is about whether terms and conditions for staff should come to Full Council for ratification. Any committee of the Council is effectively the Council deciding in delegation; that was the agreed way in which the constitution of this Council was changed when we moved to the Committee system.

It is also worth noting that before embarking on the negotiation for pay and allowance modernisation, we did benchmark with a number of other councils around the country and it is highly unusual for such matters to come to Full Council and the correct approach is the Head of Paid Service, the Chief Executive, is the person responsible for the detailed returns and conditions but of course the job of Members of the Council is to set the policy. That policy was set at Policy and Resources Committee, Members were briefed and Leader’s Group were regularly briefed on the process for that negotiation and that is continuing and the consultation period will end in early August and this week Members of the GMB Union and City Clean are balloting the members on a revised offer which significantly reduces the detriment to them.”

17.4 The Mayor noted that there was no supplementary question and thanked Mr. Barraball for his question and invited Mr. Berry to come forward and address the council.

17.5 Mr. Berry asked the following question; “Coldean has recently been subjected to an increased pressure on parking in the neighbourhood due to the development of the University of Brighton’s Varley Halls Site and the Amex Stadium. Amex recognised the impact they were having on the local communities and have introduced a free parking permit system for all of the residents in Coldean. On completion of the scheme 350 sign posts were installed in Coldean which has had a negative visual impact.

My question to the council is why it was necessary to install so many signs, and could they have been installed in a more sympathetic way?”

17.6 Councillor Davey replied; “The Council worked with the Football Club to bring this scheme forward in response to residents concerns. The Council does consider the issue of additional street furniture, which we admit can cause street clutter, and has put down the absolute minimum possible but we do need to take into account the need to be able

to enforce the match day parking scheme and signage has been installed at approximately 30 meter intervals as outlined by national guidance from the Department for Transport. Where possible, signs have been placed on existing street furniture such as lamp posts. The Council did investigate only having signs on the perimeter but this was not feasible for the scheme with the amount of roads being installed here as otherwise repeated signs would still be required.”

- 17.7 Mr. Berry asked the following supplementary question; “I would like to propose that an officer comes to Coldean to have a look round. There are a couple of anomalies where there is a sign on a lamp post and 1 foot away from it is one of the statutory signs which seems a waste of money, so I hope someone could come and meet me and have a look around Coldean.”
- 17.8 Councillor Davey replied; “I’m sure that would be absolutely fine, officers will be monitoring it and if you were able to provide the specific details, the officers would be able to look at that for you.”
- 17.9 The Mayor thanked Mr. Berry for his questions and invited Mr. Chavasse to come forward and address the council.
- 17.10 Mr. Chavasse asked the following question; “TRO-12 / 12a-2013, Committee scheduled for 8<sup>th</sup> October, proposes eliminating ALL previously agreed Blue Badge Parking beside Brunswick Square’s 4 side gates and 1 by the adjacent dentists’ surgery, plus 2 Council added Brunswick Terrace bays. Leaving no provision – but without other Zone M changes. Would Council please ensure this proposal’s abandonment? It is highly unpopular, grossly discriminatory, hardship causing and arguably illegal. Heavyweight objections seem insufficient deterrent to stop ill founded attempts to tinker with the long justified, balanced status quo which enables ALL disabled badge holders to conveniently visit Brunswick residents or enjoy the public gardens.”
- 17.11 Councillor West replied; “As I think you have been very involved with the issue, you are aware the Council is attempting to balance parking provision for residents, businesses and blue badge holders in the area where there is a high demand for parking. Further to complaints by local residents about disabled bays not being used, the Council surveyed the disabled bays and residents in the area to assess if they were still required. We’ve received no responses and therefore the removal of 7 disabled bays was proposed as part of a traffic order advertised in June of this year. During the traffic order consultation the Council received objections from residents about blue badge holders not being able to use local amenities and concerns were raised by Ward Councillors. This will be reported to the Environment, Transport and Sustainability Committee on the 8<sup>th</sup> October.

As a compromise we are considering retaining 2 existing bays amending the operating times of a further 3 bays and only removing 2 local bays and are currently liaising with Ward Councillors to seek their views. I understand this revised proposal has met with the approval of a meeting of the Friends of Brunswick Square and Terrace last Saturday and as I say the matter will go into Committee for a decision in October.”

- 17.12 Mr. Chavasse asked the following supplementary question; “I would ask you to have this matter looked into in more depth before the October 8<sup>th</sup> decision making process and to engage with the disability champion and the residents, because the problem is there are

many visitors who use these bays, whose opinions are not taken into account when you have residents discussions. It so happens that I am a visitor.”

- 17.13 Councillor West replied; “Well I do know that both your Ward Councillors have taken a very keen interest. They have engaged with officers and officers have more than noted the point because they are looking at different arrangements as I explained. I have also spoken with the disability champion who is fully aware of your comments and the issues surrounding this and no doubt they will all be fed in and as we have 3 months there is ample time for further consideration I’m sure.”
- 17.14 The Mayor thanked Mr. Chavasse for his questions and invited Ms. Paynter to come forward and address the council.
- 17.15 Ms. Paynter asked the following question; “What work is the council doing to facilitate, promote and make pedestrian use of our streets the equal of cycling and other measures to improve air quality by reducing vehicle usage?”
- 17.16 Councillor Davey replied; “The City Council’s got a lot of history improving the pedestrian environment across the City and strongly encourages walking as a sustainable and healthy form of transport for everyday journeys. There are many recent initiatives including the introduction of the pedestrian way finding system in the City Centre, North Street, Clock Tower, East Street and improvements in Ship Street recently as well. Many new pedestrian crossing points have gone in using the new pedestrian crossing priority system and there’s been several significant ones in your area including the Sackville Road one which I know has gone down very well and actually has also reduced traffic speeds there as well which is really welcome. I think there is also a big improvement at the junction between Clarendon and Goldstone.

There are also a lot of dropped curbs that go in. The Old Shoreham Road improvements include a significant improvement for pedestrians including new pedestrian crossings where residents have been campaigning for them for many years and improved footways and again reduce vehicle speed which make a significant contribution to a feeling of safety for pedestrians. Current initiatives include the 7 Dials Improvement Scheme which will considerably improve the pedestrian environment in the area which I think has been very challenging for pedestrians in the area for many years and we’re also very hopeful that the old town public enquiry, which is taking place at the moment, will give a positive outcome so we can bring forward improvements in the old town.

We’ve got air quality; clearly there’s still a very long way to go. We’re pleased that air quality is now improving across much of the City. However we’re not complacent and that is why we have asked officers to investigate the introduction of a low emissions zone and we’re pleased that this proposal has gained cross party support and has also been supported by key partners such as Brighton & Hove Buses. So we look forward to a report on that coming back to Committee later this year and more work in improving air quality and for the pedestrian environment across the City over future years.”

- 17.17 Ms. Paynter asked the following supplementary question; “Councillor I would like to thank you personally for the pedestrian crossing that you provided for Sackville Road in answer to our 2 petitions and I would like to congratulate the Administration on it’s

pedestrian build outs program because it has made a huge difference, certainly in the areas of Hove, that I'm aware of.

You referred to Goldstone Villas and Clarendon Road build outs and I'd like to invite every Councillor to go to the [savehove.wordpress.com](http://savehove.wordpress.com) website and look at what I've managed to put up this afternoon because of this question. When you are designing these build outs and putting in cycle racks, why is it that there isn't consideration for the opportunity especially when they are so huge, some of these build outs, to put in extra trees and some benches?"

17.18 Councillor Davey replied; "I fully agree and we need to seek every single opportunity and if you look at the work we've done at Lewes Road, there's a number of benches that have gone in there and the work at 7 Dials, that will include benches and 9 or 10 new trees depending how many we can fit in but I absolutely agree and one thing I'm really pleased about over the last couple of years is starting to win the argument that actually seats are part of transport."

17.19 The Mayor thanked Ms. Paynter for her questions and noted that concluded the item.

## **18. DEPUTATIONS FROM MEMBERS OF THE PUBLIC.**

18.1 The Mayor reported that three deputations had been received from members of the public and invited Mr. Kapp as the spokesperson for the first deputation to come forward and address the council.

18.2 Mr. Kapp thanked the Mayor and stated that; "15 years ago I was a Councillor like you. For the last 13 years I've been a patient representative and a critical friend of the NHS campaigning like Julia Bailey. For the last 3 years I have been facilitating the 8 week Mindfulness Course which teaches people self help tools by which to manage their conditions. This course was featured last week on the Horizon program which showed that it can produce spectacular results in reducing intrusive negative thoughts as demonstrated by the presenter Doctor Michael Mosley.

There are 30,000 depressed people in the City who could benefit from this course. My proposal is to mass commission this course and mass provide it so that less people would need to go to A+E. Implementing it would meet some of the recommendations of the Francis report and the report published last Tuesday by Sir Bruce Keogh. It's only fair to say that the NHS already do commission this course so that they can check the box 'complies with nice guidelines' however so few facilitators are commissioned to provide it that the waiting time for the 160,000 people in Sussex is more than 20 years unless you are suicidal. This is tantamount to non provision and it risks commissioners being taken to judicial review without a legal to stand on.

I'm one of more than 25 facilitators in the City who provide this course for clients who pay the going rate of a few hundred pounds. The poor patients can't afford this sort money so do without and suffer the consequences. This is a cause of health inequalities. To reduce health inequalities for the last 5 years, I have been campaigning for commissioners in the NHS and the Council to reduce this excessive waiting time by opening up the market to facilitators in the 3<sup>rd</sup> sector like me.

To be ready to contract with the NHS and the Council, 3 years ago I created a company called SECTCo for short, this stands for Social Enterprise Complementary Therapy Company. SECTCo's slogan is: 'medication to meditation.' SECTCo's mission statement is: 'Give a man a pill, and you mask his symptoms for a day. Teach him mindfulness, and he can heal his life.'

I sent hundreds of e mails, documents, to commissioners but no one would engage with me and all seemed to have decision paralysis. I know that the law changed only 4 months ago on the 1<sup>st</sup> of April. Since then, you Councillors have the responsibility for Public Health, so I am calling on you to play doctor to these commissioners and cure their decision paralysis. Please jointly set up with the NHS, a voucher system which would empower GP's to prescribe this mindfulness course as easily as they could prozac. This would enable patients to access the course from existing 3<sup>rd</sup> sector providers within a few weeks. This is not privatisation by the backdoor but simply reducing waiting times for effective treatment which Labour did when they were in power and which has all party support."

- 18.3 Councillor Jarrett replied, "Improving mental health and wellbeing has been a priority for the City Council and the Clinical Commissioning Group and there's considerable joint work in pursuing the same. The 2013 Mental Health Commissioning Prospectus was, as you know, a joint initiative between the Clinical Commissioning Group and the City Council. You will also know that there is now a Brighton and Hove Wellbeing Service which aims to improve access to psychological and support services for people with common mental health conditions such as anxiety and depression. This contract was awarded following a competitive tendering process and includes as part of the specification a range of evidence-based treatments including Mindfulness Cognitive Behavioural Therapy. General practitioners across the city are referring patients to this new service.

The city council and Clinical Commissioning Group will be retendering mental health promotion contracts next summer following approval of the Public Health Commissioning paper at P&R committee on 11<sup>th</sup> July 2013. The defined outcomes will reflect the mental wellbeing strategy that is being developed through the Health and Wellbeing Board and is likely to follow the Five Ways route: Connect, Be Active, Take Notice, Keep Learning, Give and the Public Health, NHS and Adult Social Care outcomes frameworks. Many other locally commissioned programmes across the City Council and Clinical Commissioning Group deliver on Five Ways. These include joint work of Public Health with the Sports Development Team, Be Active, considerable City Council and Clinical Commissioning Group community development and equalities work, Connect, Adult Learning Schools, Keep Learning, Volunteer training and coordination, Give, and a large arts and culture programme, Take Notice, including a proposal for specific arts and culture work for World Mental Health day this year.

Mindfulness courses are also delivered independently by several local voluntary organisations such as Mind and MindOut, and you will be aware that there are several local independent practitioners of mindfulness. The City Council and Clinical Commissioning Group will continue to work together on the mental health and wellbeing agenda, and promote mindfulness where there is evidence for its effectiveness. Mental wellbeing will remain a priority on the current Health and Wellbeing Strategy. I should emphasise that Health and Wellbeing Board is a Council committee. It cannot instruct



the Clinical Commissioning Group to do anything nor would it wish to. We work in partnership.”

- 18.4 The Mayor thanked Mr. Kapp for attending the meeting and speaking on behalf of the deputation. She explained that the points had been noted and the deputation would be referred to the Health & Wellbeing Board for consideration. The persons forming the deputation would be invited to attend the meeting and would be informed subsequently of any action to be taken or proposed in relation to the matter set out in the deputation.
- 18.5 The Mayor then invited Mr. Barradell and Ms. Ahmadi as the spokespersons for the second deputation to come forward and address the council.
- 18.6 Ms. Ahmadi and Mr. Barradell thanked the Mayor and stated, “As students of Brighton University and residents of private sector Houses of Multiple Occupancy, we are subject to any rent changes of HMOs in the city. We are bringing this deputation to clarify with the council the possible effects of Additional HMO Licensing on the following five wards; Hanover and Elm Grove, Moulsecomb and Bevendean, St Peters and North Laine, Hollingdean & Stanmer and Queen’s Park.

In the Student Housing Strategy maps of student distribution in the city, it is shown that these 5 wards are home to the majority of students studying at Brighton or Sussex Universities and living in the city. Moulsecomb and Bevendean are regarded as the most noticeable student areas in the city, along with Hanover and Elm Grove, which houses 4% of University students. St Peters and North Laine, Hollingdean and Stanmer and Queens Park wards also have high levels of student residence. Because of these high concentrations of students in the 5 wards affected by Additional HMO Licensing, it will greatly affect the student population of Brighton and Hove.

We appreciate that the decision to implement additional licensing onto smaller HMOs in the city was not a decision made lightly by the council, with an extensive consultation process preceding its implementation which included all relevant parties. Furthermore the student community recognises that such additional licensing can be justified. In the 5 wards affected there are between 1500 and 3000 small HMOs and 70% of the large HMOs in the city. Your own figures have shown that HMOs in these wards are subject to disproportionate complaints, interventions and substandard accommodation including lack of smoke detectors and gas/electricity certificates. The aim of the additional HMO licensing and standards is admirable and well-intentioned in its attempts to tackle these problems and is in the interest of many groupings in Brighton, as well as families and businesses and HMO residents like us.

However, as students, our main concern regarding the additional licensing scheme is the lack of consideration for the effect of the scheme on rents in the HMO sector. Although the average license fee amount for a property is £641 over 5 years, averaging at £2.46 per week, it is still not beyond the realms of possibility that landlords will use this fee as justification for raising rents on properties. In addition the majority of properties licensed under the new scheme, 1451 as of June this year, have been required to carry out maintenance and often improvement works as a condition to receiving their license. There is a real danger that these landlord costs, which for many houses will run into thousands of pounds, will be passed onto tenants. Furthermore,

there is no restriction against landlords raising rents by an amount above the cost of work done, effectively profiting from the licensing programme at the expense of tenants.

Such possible and unintended consequences of the Additional Licensing Program for small HMOs would be regrettable and not in the interests of anyone in Brighton, especially for something which is intended to improve quality of life for HMO tenants and the communities of these 5 wards. To this end, can we request that the council monitor rents for HMOs in the 5 wards as part of its assessment of the scheme? And that if this monitoring finds evidence that average rents in these wards have increased as a result of additional licensing that this is considered in the 2 year review of the scheme with the potential for council action to combat it.”

- 18.7 Councillor Randall replied, “Brighton and Hove has about 30% of it’s housing in the private rented sector, it has the 6<sup>th</sup> highest number of HMOs of any local authority in Britain and of course we should at this point say that not all are lived in by students. This is a problem for all tenants in HMOs not all students. We felt it was necessary to have additional licensing to deal with the smaller houses that were moving into HMOs at some rapid pace. I think all of the Councillors in this room who represent those 5 wards and perhaps some of those in other wards have had complaints about the quality of standards and living in HMOs and as you rightly said, we’ve had 1525 applications for smaller HMO registration of which 1203 have been dealt with.

There is so far no evidence that this has put the rents up. I have to say rents are going up in this City in the private rented sector at an astonishing rate. I’m told by our Housing Department that already this year, they have gone up by 27% and the problem is every time a flat or a house changes hands, letting agents and landlords take the opportunity to put the rents up. I’m glad to see that the government is apparently looking at a report produced by Shelter recently which calls for rent controls in the private rented sector and 5 year tenancies which I certainly support. We’ve had it in the social housing sector we should have it in the private rented sector as well.

I did meet the president of Brighton Students’ Union last week and the previous resident plus 2 other representatives and we did talk about this whole issue. Their main concern was not so much about the issue of the registration of smaller HMOs but about the article for declaration that we have which restricts the number of HMOs in some areas and although you’ve not mentioned it I will touch on that briefly because that too is an important subject. There are streets in my ward which have been changed radically because of the increase in the number of HMOs. Small domestic house where conservatories built in the garden; the roof has turned into bedrooms and you end up with conservatories being a sitting room inside the house, only a kitchen and a bathroom plus all the rest are bedrooms in fact I had some advice from a resident recently who pointed out that on Gumtree a small house of this nature is being advertised as space for 7 people.

We will take away what you say about the rents. We will monitor them but we do feel that we have a responsibility to maintain standards in the private rented sector after all landlords are making a great deal out of their tenants they should in turn provide a good standard of service.”

- 18.8 The Mayor thanked Ms. Ahmadi and Mr. Barradell for attending the meeting and speaking on behalf of the deputation. She explained that the points had been noted and the deputation would be referred to the Housing Committee for consideration. The persons forming the deputation would be invited to attend the meeting and would be informed subsequently of any action to be taken or proposed in relation to the matter set out in the deputation.
- 18.9 The Mayor then invited Ms. Simson as the spokesperson for the third deputation to come forward and address the council.
- 18.10 Ms. Simson thanked the Mayor and stated, "I am here today to talk about the ongoing problem for pedestrians crossing Davey Drive in Hollingdean near to St Joseph's Catholic Primary School. Early today myself and my Road Safety Team from school presented a petition to the Council to extend the yellow zig-zag lines outside our school to allow a clearer view of oncoming traffic for pedestrians crossing. This was an issue that, following the question presented to Full Council last year, was suggested as an action for the future but has never been followed through. It is one of the first small steps in making our school and community a safer place for pedestrians.

St Josephs Primary School in Hollingdean is situated on a busy main bus route and every day parents, carers and their children take their lives in their hands when trying to cross outside the school. It is also situated next door to a sheltered housing scheme whose residents are always looking for a safe place to cross. The situation is worsened by the fact that there are bus stops both directly opposite and a short distance up the road. Parents are continually talking about near misses that happen all the time and one day there is going to be a serious accident with a child either seriously hurt or killed.

The school and local community have been campaigning for years and have contacted the Council on many occasions to ask for a safe crossing place to be situated on Davey Drive outside the school. A petition was presented to Council in August 2009 from the school and local community asking for a safe crossing point on Davey Drive. Last year I presented a petition and question to Council asking for the same thing. Following our last attendance to the Full Council meeting in September 2012 and a meeting with the School Travel Team in October 2012, a fantastic new slope and steps were built outside the school entrance. This has created a brilliant crossing point for pedestrians and enables them to avoid walking down the grassy slope, as had been necessary prior to the steps. Unfortunately the steps are directly opposite the bus stop and as there are no other safe crossing measures in place, therefore the pedestrians have to cross a busy road with a very limited view of oncoming traffic.

The Road Safety Team of 6 children from St Joseph's School has recently met with Councillor Christina Summers and Community Development Worker Liz Lee. Having discussed the issues for pedestrians and been outside to review Davey Drive, the team came up with a dream vision of how they would like Davey Drive to be. The initial problem suggested by the children was the limited view when crossing from the bus stop, due to parked cars on the opposite side of Davey Drive. This is why we decided to start the petition to extend the yellow zig-zag lines. The bigger issue is getting safely across the road to the new steps, with the children suggesting getting a Crossing Patrol person to help them to cross.

We know there is a big issue with the way some of our parents park when dropping off and picking up their children. This has been an ongoing problem and something that the school is working hard to address. The school has held assemblies educating the children how to cross safely, held meetings with parents and regularly updates the weekly newsletter with safe crossing information. Having met with several parents, and being one myself, I have to argue that until a safe crossing point is put in place this will continue to be an issue.

We are continually advising parents to park away from the school and walk down to cross Davey Drive outside the school at the point of the new steps, as advised by Councillor Ian Davey and the 'Park Safe, Walk Safe' materials suggested following last year's question to full council. However with no safe crossing point, parents are reluctant to do this. If there was a safe place to cross, we could ask parents to drop their children up by The Crossway and not park up at all, especially the children in KS2. However, at present we cannot guarantee the safety of these children when crossing and are therefore reluctant to advise this. Would you drop your child off to school knowing that they had to cross a busy road independently, negotiating cars and buses without a clear view of oncoming traffic?

According to the follow up report from Councillor Ian Davey after our question to Council last year, the Transport Planning Team had carried out an assessment at this point in Davey Drive by The Crossway in September 2011 between 8am and 9am. It apparently showed that this location did not meet the nationally recognised criteria based on the number of pedestrian and vehicle movements over a given period to justify a crossing. I would argue that there is now a need to re-assess this as since 2011 the school has gained more pupils, many of which travel from outside the local area. Also following the question presented to Full Council last year a response was received from the Chair of the Transport Committee stating that "officers have carried out site visits which indicate an average speed of 20.4 mph. Due to the low speed and good safety record we do not warrant a signalised crossing."

Whilst I accept this may be the average speed over a longer period it doesn't mitigate the fact that at the beginning and end of the school day when many families are crossing the road, vehicles are travelling at much faster speeds, fast enough to maim or kill a child. I would therefore urge you to look at this situation again and give the children at St Josephs School what they have been asking for, a safe crossing."

- 18.11 Councillor Davey replied, "Much work has been going between the road safety team and the school and I'm really pleased that that stuff will be bring some positive response. Regarding the zig-zags, zig-zag markers cannot be increased on one side only they have to be increased on both sides with an equal number of markings and this requires an alteration to a traffic regulation order as any increase in the length would impact on the existing disabled parking bay that would have to be relocated to the detriment of the local user unless the whole school 'keep clear' markings were to be moved at great expense; something that the road safety team do not consider is justifiable given the history of this road.

A number of actions have been taken. Double yellow lines with loading restrictions were put on the corner of The Crossway and Davey Drive which would allow instant enforcement from the Civil Enforcement Officers. You mention the school crossing

patrol assessment which didn't meet the criteria laid there by the Department of Transport and RoSPA. A speed check was carried on the 12<sup>th</sup> November between 2:30pm and 3:30pm, the average speed was 20mph and there were 90 vehicles during that time so that was during a busy school leaving time. The Travel Team said sent some information on walk to school week and the information about the walking zone maps. Work will continue, we understand there is a new head taking place coming in to post soon, I think a meeting has been setup with that new head and discussions that could be a forum that continues these discussions and we will try and get a further response when this comes to Environment Transport and Sustainability Committee in October."

- 18.12 The thanked Ms. Simson for attending the meeting and speaking on behalf of the deputation. She explained that the points had been noted and the deputation would be referred to the Environment, Transport & Sustainability Committee for consideration. The persons forming the deputation would be invited to attend the meeting and would be informed subsequently of any action to be taken or proposed in relation to the matter set out in the deputation. The Mayor noted that there were no other deputations and that concluded the item.

#### **19. WRITTEN QUESTIONS FROM COUNCILLORS.**

- 19.1 The Mayor reminded the Council that written questions from Members and the replies from the appropriate councillor were now taken as read by reference to the list included in the addendum, which had been circulated as detailed below:

##### **(a) Footpaths in Portslade – Councillor Hamilton**

- 19.2 "There are many footpaths in Portslade, providing safe traffic free access to many parts. The path at the rear of High Close in Portslade was impassable, with brambles and nettles on both sides of the path meeting in the middle. It appears there is no programme for footpath clearance. Please could consideration be given to an annual maintenance programme?"

##### **Reply from Councillor West, Chair of the Environment, Transport & Sustainability Committee.**

- 19.3 "Many of the cities footpaths including the High close path referred to by Councillor Hamilton are on an annual cut. This cut has recently taken place in Portslade and most of the paths are now clear. By cutting in June and July paths tend to stay clear for the rest of the summer and through the winter although, as Councillor Hamilton has raised, the vegetation can get long prior to the cut. If we are aware of paths being impassable prior to the scheduled cut additional cuts can be made."

##### **(b) Agency Staff Costs – Councillor G. Theobald**

- 19.4 "How much money was spent on agency staff between the start of the recent unofficial strike and subsequent work to rule by City Clean staff on 8<sup>th</sup> May, and the start of the official strike on 14<sup>th</sup> June?"

**Reply from Councillor Littman, Deputy Chair (Finance) of the Policy & Resources Committee.**

- 19.5 “The total spend on agency staff in Cityclean covering all services was £92,527.60. On average, over a 28 day period, the amount spent would be £52k to cover for normal absenteeism across all Cityclean services. Over the course of the unofficial industrial action, additional agency staff were deployed to collect refuse from households to try to minimise disruption to residents as far as possible.”

**(c) Customer Charter for Planning – Councillor Hyde**

- 19.6 “Many councils operate corporate ‘customer charters’ which, amongst other things, specify how quickly telephone calls should be answered by staff. Does Brighton & Hove City Council have such a charter with a target time for staff to answer telephone calls and, if so, how does the Planning Department perform against that target?”

**Reply from Councillor Mac Cafferty, Chair of the Planning Committee.**

- 19.7 “The Planning team uses the City Council's Customer Promise which states
- we will be easy to reach
  - we will be clear and treat you with respect
  - we will listen and get things done

The Customer Promise is a flexible statement that can be applied to customer services across different types of access channel and teams.

Services are expected to develop and adopt their own standards as part of their service planning that are specific and relevant to them. In response to our city's demographics we are seeing the number of incoming telephone calls going down as online services and self serve options increase.

The Planning service offers immediate guidance and advice on a daily basis through two enquiry lines and a face to face drop in service. This recognises that contact takes place in many ways.

Development Control, general enquiries on 292222 (which includes access to a free planning advice

Heritage enquiries on 292271 which includes free advice on conservation and heritage issues

Planning staff deal with upward of 50,000 calls a year and meet more than a 1,500 people a year through our drop in service and prior appointment.

Calls are also managed by individual officers to their direct extension numbers and email accounts. Voicemail is used to assist officers with managing call volumes.

Cllr Hyde will be aware that the cross party Planning Committee Member Working Group (2 labour/2 Conservative/2 Green) has agreed at the request of the Development

Control Service to work with them on establishing what appropriate service standards should be set. Setting these standards will also take into consideration the volume of customer contact taking place through emails as well as by telephone. For instance we know some of our customers will have preferred ways of making contact and we need to ensure we have standards for all of these.”

**(d) Permanent Traveller Site at Horsdean – Councillor G. Theobald**

- 19.8 “In the light of (a) the recent statement in the House of Commons by Local Government Minister, Brandon Lewis, about the unsuitability of Green Belt land for traveller sites and (b) the concerns that have been raised by experts about possible contamination of the drinking water aquifer, will the Administration now be shelving its plans for a new permanent traveller site at Horsdean?”

**Reply from Councillor West, Chair of the Environment, Transport & Sustainability Committee.**

- 19.9 “The recent ministerial statement was about Green Belt land, not national parks. The NPPF does look to restrict development in areas such as national parks, but these designations are not a blanket ban. There are of course a number of communities living in towns and traveller sites within the national park (including the transit site already at Horsdean). The site selection process we have undertaken found Horsdean to be the most appropriate location in the city for the permanent Traveller site when compared against a whole range of criteria. BHCC has worked with landscape advisors who have a great deal of experience of working in the South Downs National Park to advise on how the scheme can be landscaped to both minimise its own impact and in fact improve on the existing impact of the transit site.

We are presently exploring the options to eliminate the potential for ground water contamination and will have this ready prior to the planning application being submitted to the National Park Authority - we are working with our hydrology experts and the Environment Agency on designing a solution.

There is an identified need for permanent Traveller pitches in the City, which the proposed Horsdean Permanent Traveller Site seeks to address. The absence of that provision currently contributes to the pressures we see with unauthorized encampments on sensitive sites in the city. Opposing the permanent site proposal will only prolong those impacts.”

**20. ORAL QUESTIONS FROM COUNCILLORS**

- 20.1 The Mayor noted that notification of 8 oral questions from Members had been received and that 30 minutes was set aside for the duration of the item. She then invited Councillor C. Theobald to put her question to Councillor Littman.

**(a) Advertising & Sponsorship – Councillor C. Theobald**

- 20.2 “Given the Policy & Resources Committee agreed a new advertising and sponsorship contract in November last year, will Councillor Littman please tell me why the Council

are still turning down significant sums of money from local companies to sponsor sites such as the Patcham Welcome Sign and the Floral Clock in Palmeira Square. Sites which have both been sponsored in recent past?

**Reply from Councillor Littman, Deputy Chair (Finance) of the Policy & Resources Committee**

“It was agreed at November 2012 Policy and Resources Committee to delegate authority to award a corporate contract for management of existing and new potential large format advertising hoardings. The contract doesn’t cover smaller potential advertising and sponsorship areas such as roundabouts, seasonal displays, buildings wraps, toilets, dog bins, litter bins, it would be possible to look at these on their individual merits depending on value for money. So any potential income would have to be off set against the resource and time required to manage the site including initial set up, installation, maintenance, sales and marketing and administration.”

- 20.3 Councillor Theobald asked the following supplementary question, “Councillor Littman mentioned roundabouts but what about flower beds? Does this corporate sponsorship cover flower beds?”
- 20.4 Councillor Littman replied, “No it doesn’t, those fall into the same category. As an example, we were approached by an organisation who wanted to sponsor one of the roundabouts, that was looked at but because it would have to be managed in house it was considered that the income wouldn’t be matched by the expenditure so it was turned down. I don’t know if this applies to the specific examples that you raised but we’ll look into it.”

**(b) Lewes Road Traffic Scheme – Councillor Marsh**

- 20.5 “This question comes from my residents in Bevendean who have expressed grave concerns with the traffic management that now exists when you want to exit the avenue on to the Lewes Road whether it is southbound or northbound. They ask, “is there a way of looking more at the assistance of lanes and so on to make this safer?”

They are concerned that in order to exit out of the avenue safely you have to, first of all, cross the bus and cycle lane in order to get any kind of view of what traffic is coming and that in itself is dangerous even though the bus lane at the moment is not strictly operative and then once perceiving southbound across the Lewes road you are faced with an incredible mishmash of lines, there is a very wide bus and a very wide cycle lane and a very narrow lane for other vehicles which veers off to the left and the lane markings become increasingly confusing and in view of my residents and myself, when I was testing this out, rather dangerous. Now that we’re moving to completion of this particular sector of the Lewes Road Traffic Scheme could these road marking and signage be looked at again please? Previously I have asked if there could be more robust traffic management at the exit from the avenue to the Lewes Road because we did predict there would be difficulties and there seem to be?”

**Reply from Councillor Davey, Lead Member for Transport**



- 20.6 Councillor Davey replied, "As you know, work is progressing well and we anticipate the scheme will be finished well ahead of schedule in a few weeks time and I think then we will be able to make a proper assessment because clearly it is still a bit of a construction site, a lot of markings still need to go in but any scheme, once it goes in, will be subject to a safety audit and that will take place. If you have specific concerns I'm sure you know the route to raise with Robin and Robin will look at them in detail and give you an expert informed technical response."
- 20.7 Councillor Marsh asked the following supplementary question, "You are now looking at the Lewes Road Gyratory which was shelved at the earlier part of the scheme and I have seen that there is a possible proposal to remove the bus stop outside Sainsbury's when the gyratory is reconfigured. I really would like to have reassurance from you that this bus stop will remain because it's location immediately outside Sainsbury's is very important for all residents in all parts of my ward where there is no other supermarket outlet. Please reassure me this bus stop will not be moved."
- 20.8 Councillor Davey replied, "The Vogue Gyratory element of the Lewes Road Scheme was put to one side because it is clearly probably one of the most challenging junctions and I think people have come up with some blue sky ideas as to what could possibly be done and this suggestion didn't come from the Council, it came from the Local Bus Users Forum and it was something that was looked at. I couldn't say absolutely categorically that that bus stop will never be removed but it's certainly not our intention at this moment in time and should it ever come to that point I'm sure there will be a full and comprehensive consultation."

**(c) Protest Marches in Brighton and Hove – Councillor Summers**

- 20.9 "At the last Full Council in May an amended notice of motion regarding protests in the City was passed asking the Chief Executive to write to both the Police and Crime Commissioner for Sussex and the City's Chief Superintendent requesting that a wide ranging review be carried out with the Council and other key partners in to how negative impact on the City could be minimised including for example re routing marches away from the centre and sea front areas.

In light of the detailed responses received buy all Councillors I'd like to ask Councillor Wakefield as the spokesperson of Community Safety, if she intends to represent the Council on all future planning meetings for protests and marches to ensure that the City isn't again subjected to the kind of impact suffered during and after the EDL march this last April?"

**Reply from Councillor Wakefield, Lead Member for Community Safety**

- 20.10 Councillor Wakefield replied, "There's a fundamental right for people to hold legitimate peaceful protests that they not make others particularly minority groups and vulnerable communities feel threatened or intimidated. The Councillors Community and Safety Partnership recognised the importance of sustaining action to reassure local people and communities of their safety at all times and particularly all those times when there are protests which take place in the City.

As far as my own time commitment goes at being at Planning Committees if this is being discussed, I think a case where it's more likely to be discussed will be the Community Safety Forum which I'm on and if time permits I'm very happy to be at Council meetings where protests will be discussed."

- 20.11 Councillor Summers asked the following supplementary question, "At the meeting with the Police and other key agencies of the City looking at the planning for EDL this last year, under the name of Operation Wheeler I know that the then Deputy Leader of the Council attended all those meetings and presumably agreed the arrangements for that including the routing along the seafront. My concern is that if Councillor Wakefield would be our representative on that and she hasn't actually said that she would do which is a real shame, that we would have the reassurance that first of all that she would sit on that planning environment and make sure that the details will be agreed by the Council but also that if she does that she then doesn't, as the previous Deputy Leader did, go again and undermine all of that organisation by going to counter protests against it and even signing a notice of motion to review the planning process which she was very much part of.

Can we have reassurance that Councillor Wakefield will do a better job than was done previously especially for the EDL march?"

- 20.12 Councillor Wakefield replied, "I don't like to speak ill of people who have been in a position that I'm in, before so I think that my fellow colleagues have done amazing work considering the position they were put in. As far as going to counter demonstrations, if fascists come to our City I shall be on counter demonstrations."

**(d) King's Church of England Free School – Councillor Wealls**

- 20.13 "Following revelations from Lord Nash that the administration were considering not just 1 but 2 schools on the BHASVIC field site, please can Councillor Shanks update Council where we are now with respect to negotiations for an alternative for King's School in the City?"

**Reply from Councillor Shanks, Chair of the Children & Young People Committee**

- 20.14 "The King's School will not be going on the BHASVIC fields, what we've done so far since then, we've had a meeting with the Educational Funding Agency and they are meeting with the King's School. They're looking at sites as soon as I know that they've got an agreement you will be one of the first people to know. It was a very positive meeting, we suggested various things, they suggested various things but at the end of the day it's up to King's School to decide where they would prefer to go.

At the moment as you know they are opening at Portslade on the PACA Sixth Form site this September and they've got about 100 children going to that school, we wish them well and we hope we'll be able to find a more permanent site as soon as possible."

- 20.15 Councillor Wealls asked the following supplementary question, "Will Councillor Shanks join on welcoming this new school to the City and also recognising the fact that we are forecast to run out of secondary school places in 2017-2018. That's only 3 years from

now. Can you update us on what the administration's plans are to encourage and locate another new secondary school in the City within this time frame?"

- 20.16 Councillor Shanks replied, "We welcome the King's School; they've been approved by the DFE. We do, as you say, have issues about secondary school places but also at the moment we also have a lot of capacity, both in some of our maintained schools but in 2 Academies so there is not a crisis about school places either in primary or in secondary now.

We have suggested that the Toad Hole Valley will provide a site for a secondary school. As you know sites for secondary schools in the City, as in common with many Cities across the country, it's very difficult to find a site for a secondary school.

If we did find new secondary school provision, there's also a studio school that the City College are promoting. There certainly won't be another Dorothy Stringer on that sort of scale and size because we just don't have the land in the City. So I think we would be looking for smaller provision maybe on several different sites apart from Toad Hole Valley where we have already indicated that we would plan to build a school."

**(e) Wild Park – Councillor Meadows**

- 20.17 "Now that there is a large wide and a safe cycle lane along the Lewes Road, will the Council stop the cyclists from using the path that fronts Wild Park between Homefarm Road through to Coldean Lane?"

**Reply from Councillor West, Chair of the Environment, Transport & Sustainability Committee**

- 20.18 "I must say I was expecting to get a question from Councillor Meadows about the Travel encampment currently on Wild Park as that's been a very popular interest. All I can say on this particular issue which is a matter of considerable detail is that I will get back to her in writing."
- 20.19 Councillor Meadows asked the following supplementary question, "Many of my residents have been complaining about this issue of cyclists using the path for some years now especially those in electric wheel chairs so will you take away the signage that allows cyclists to use this pedestrian walkway or are my residents correct in believing that this Green Administration believe that cyclist consideration rate higher than pedestrian consideration?"
- 20.20 Councillor West replied, "I will consider the matter properly and will respond to the Councillor in writing."

**(f) Staff-Led Mutuals – Councillor Cox**

- 20.21 "On the 9<sup>th</sup> May at the last Full Council meeting, the whole Council formally welcomed staff led mutuals and other forms of co-operative service delivery in the public sector. What progress has been made on the evaluation of staff led mutual's and when are we likely to see one operating within this Council?"

**Reply from Councillor J. Kitcat, Leader of the Council**

- 20.22 “The Overview and Scrutiny Committee has accepted 2 requests to look at this matter. Firstly a specific request which I believe will be considered in September on the matter of staff led mutual or some other alternative format for part of Adult Social Care and then using the learning from that, it is asked that there is a wider Scrutiny Panel looking across the Council and how those models could be used. Furthermore there has been, in the Budget report that was agreed at Policy and Resources Committee last week, an agreement that a wider lens and an open mind should be brought to all aspects of service redesign as we meet the challenge that your Government is raining down on us.”
- 20.23 Councillor Cox asked the following supplementary question “I repeat again our offer to Councillor Kitcat, the Green Administration and in view of the by-election and the changes to Committees, the Labour Group, please do talk to Council Staff and encourage and support to take forward to take this forward in whatever way works best for the staff and everyone who uses the services. This is an open and genuine offer from the Conservative Group to work with you on staff led mutual’s, we will support you in discussions with staff, unions, management and customers to devise a model that works best in Brighton and Hove. There is nothing to lose.”
- 20.24 Councillor Kitcat replied, “As I said when we discussed this notice of motion, it’s rather a backwards approach; Councillor Cox is focused on the tool rather on the outcome. So I’d rather keep an open mind about the best way to provide the best public services for the residents and visitors to this City rather than getting overly focused on one thing that he may have read about on the Conservative home blog for example.”

**(g) Traveller Waste Contract – Councillor Barnett**

- 20.25 “During the recent City Clean strike the only group of people who continued to get their rubbish collected were Travellers on unauthorised encampments. Given that they don’t pay Council Tax and make no financial contribution to the waste collection do you think that is fair? My residents believe they’re getting preferential treatment.”

**Reply from Councillor West, Chair of the Environment, Transport & Sustainability Committee**

- 20.26 “The point about why do we provision unauthorised encampments with bins for people to use and whether that was giving preferential treatment; the simple matter is that if we provide them with bins it reduces the amount of mess in the area that they are in and it means that we end up spending less money clearing up afterwards.

So if the Councillor would prefer that we didn’t do that and in fact actually incur larger charges and costs therefore to her Council Tax payers then maybe that’s something we should consider but at the moment this is the approach we have taken, we have a very good contractor and we’ve recently re-procured that contract which had originally run since 2006 so there has been an uplift in cost but it is actually good value for money to operate in that way.

I would add at this point that refuse collection from the Transit Site is something where we have actually been able to reduce the cost by taking the matter in house but we found that the contract for unauthorised encampments with provision of bins on a seasonal basis; that contract works extremely well for us.”

20.27 Councillor Barnett asked the following supplementary question, “The large group of Travellers who are currently making their way around the City via various sensitive parks and open spaces have now been evicted 3 times to anti-social behaviour offences. My understanding is they all have permanent homes elsewhere in the UK or Ireland so could you please tell me Councillor West why they are allowed to stay in the City and continue to cause further disruptions to our local communities?”

20.28 Councillor West replied, “I’m sure as the Councillor is fully aware that Travellers are recognized in law as nomadic and they are legally entitled to travel. Obviously as a Council, where it is our land that unauthorised encampments form, we have to take a view on the community impact that that may be having and whether there is any anti social behaviour as do the Police. In the last week there have been a number of encampments involving one particular large group that have been moved around the city, I think it’s a regrettable situation we find ourselves in. It’s no good for anyone but on the occasions that they formed in different places, there was anti social behaviour, there was community tension such that the police were prepared to use their powers under the Criminal Justice Act to evict.

That particular group is now on Wild Park and the Police were of the view that it’s not at a threshold where they’re prepared to use their powers and we have taken the cause to the court and we have a hearing on Wednesday and if we are successful then an eviction will take place. The real point here is the need for proper provision in the City, we have a transit site which is unfortunately been closed for some time due to the need for repairs and improvement but that will be open very soon and of course we are planning to develop a permanent site which I know that the Conservative Group oppose and until we have more provision; that we actually meet the need that we’re expected to meet in planning terms, to provide properly for the Travellers living both in the area and visiting as they have done for very many years. Until we do that then we will continue to have problems with unauthorised encampments, the costs and the problems they cause not only for the settled communities but also for the Travellers themselves.

So I hope that the Conservative Group will actually act responsibly and stop opposing our development and welcome the site that they sought the funding for from the Government.”

#### **(h) Armed Forces Day – Councillor Mears**

20.29 “I attended Armed Forces Day on the 29<sup>th</sup> June at Jubilee Library Square, firstly I’d like to thank you for speaking at that event which I know was really appreciated. Unfortunately for residents and visitors alike passing by Jubilee Square, they could be forgiven in not realising the City was celebrating Armed Forces Day. I would like to thank the Royal British Legion and the Armed Forces present for all their effort on the day and to make it exactly what it was. I would ask the Leader of the Council, what steps this administration for next year’s Centenary of the Great War (1914-1918)?”

### Reply from Councillor J. Kitcat, Leader of the Council

20.30 “We did have Armed Forces Day this year and extensive efforts were made to invite a wide range of stakeholders unfortunately the timing of MOD training exercise meant that not as many as we would have hoped were able to attend but given the special significance of next year I’m hopeful that many more of those who will be invited to participate will be able to attend and there are a wide range of special events and commemorations scheduled for next year and there is, this weekend, an open invitation for people to come forward with their memories and memorabilia to help us prepare for those celebrations so I do encourage everyone to take part in that.”

20.31 Councillor Mears asked the following supplementary question, “The Local Royal British Legion Chairman has contact with 84 Local British Legion branches and I know she was at that Armed Forces Day and would have been delighted to have been able to include more local Royal British Legion to the event, unfortunately because of the way it was presented, we only had 2 flag bearers which was unfortunate for the City baring in mind in Towns and Cities around the Country the effort that people made that people made to celebrate Armed Forces Day. Armed Forces Day was not about people’s views on wars and their beliefs; this was about supporting our Armed Forces men and women and celebrating through the City to recognise the efforts that they put in.

So I’m pleased to hear that the Leader of the Council will be looking at this and I would like to thank those that worked previously on this but baring in mind the Leader of the Council, nobody of the administration actually turned up for the event, I would like the Leader of the Council to again, perhaps next year, one of the administration could actually come to the Armed Forces Day and could the Leader of the Council confirm that?”

20.32 Councillor Kitcat replied, “For this year the Air Cadets were invited but unfortunately weren’t able to make it, Territorial Army were invited but unfortunately weren’t able to make it, we did do the flag raising, we had an Indian soldier’s exhibition, no Military Bands were available unfortunately, and the WRVS were not available and so on and so forth. So we made every effort and the British Legion are currently going through a major reorganisation I’m hopeful when that completes we will be able to improve our communications with them. We have a long lead in time for next year and I’m sure that members from all sides will, as the dates come forward, try and get them in their diaries. I’m sure Madam Mayor and all of us will be supporting as best we can.”

## 21. CALL OVER FOR REPORTS OF COMMITTEES.

### (a) Callover

21.1 The following items on the agenda were reserved for discussion:

- Item 24 - Substitution on Audit & Standards Committee and Composition of Standards Panels
- Item 25 - Minimising the Risk of Evictions Caused by the Housing Benefit Social Rented Sector Size Criteria
- Item 26(A) - Review of Political Balance

**(b) Receipt and/or Approval of Reports**

21.2 The Head of Democratic Services confirmed that the following reports on the agenda with the recommendations therein had been approved and adopted:

- Item 22 - Annual Performance Update 2012/13
- Item 23 - Audit & Standards Committee Annual Report 2012/13
- Item 26 - Home Energy Efficiency Update: Procurement of Solar Photovoltaic Arrays for Housing Revenue Account Property

**(c) Oral Questions from Members**

21.3 The Mayor noted that there were no oral questions relating to items that had not been called.

**22. ANNUAL PERFORMANCE UPDATE 2012/13**

22.1 **RESOLVED:** That the report be noted.

**23. AUDIT & STANDARDS COMMITTEE ANNUAL REPORT 2012/13**

23.1 **RESOLVED:** That the report be noted.

**24. SUBSTITUTION ON AUDIT & STANDARDS COMMITTEE AND COMPOSITION OF STANDARDS PANELS**

24.1 Councillor Hamilton introduced the report and noted that a revised set of recommendations had been circulated as part of the addendum papers. He stated that he was concerned to ensure that council understood the difference between the Independent Member on the Committee and the two independent persons who were co-opted members of the committee. He also noted that proposed change to allow substitutes on the main committee should the need arise but that this would not be the case for any panels that were required.

24.2 Councillor A. Norman supported the comments made by Councillor Hamilton and welcomed the ability to have substitutes on the main committee which undertook a number of important functions in regard to corporate governance matters.

24.3 The Mayor noted that the recommendations had been moved along with the amendments and put them to the vote.

24.4 **RESOLVED:**

- (1) That to give effect to the proposals in paragraphs 3.5 -3.6 of the report;
  - (i) the following words be inserted at the start of Council Procedure Rule 18.14, "Subject to Rules 18.15 to 18.19 below,"; and

- (ii) Rule 18.19 be amended to read, "Substitution on Standards Panel, Once a Standards Panel has been appointed in accordance with the approved procedure for investigating allegations of a breach of the members' Code of Conduct, no substitution to that Panel shall be allowed."

(2) That the report as amended be noted.

## **25. MINIMISING THE RISK OF EVICTIONS CAUSED BY THE HOUSING BENEFIT SOCIAL RENTED SECTOR SIZE CRITERIA**

- 25.1 Councillor Randall introduced the report and noted that it had been referred for information to the Council from the Housing Committee. He stated that the number of people affected by the changes were considerable and that the council was doing all it could to assist them, although the number of arrears had increased because of the number of properties classified as being under-occupied. He also noted that 22 transfers had been completed and that new schemes were coming forward which it was hoped would enable residents to move into smaller properties within their local community and thereby encourage a greater number of transfers.
- 25.2 Councillor Farrow queried whether the Secretary of State had approved the use of funding from the HRA budget as put forward at the Budget Council meeting, as he had hoped for confirmation. He believed that as much support as possible should be offered to tenants and that all Members should be kept informed of how they were being affected by the changes and therefore welcomed the inclusion of the report on the agenda.
- 25.3 Councillor Wilson stated that she believed the changes were unfair and had led to people being pressurised into seeking smaller properties which were not available and noted that nationally 86,000 tenants were chasing 33,000 available one-bedroom properties. She therefore sought reassurance that evictions would be avoided.
- 25.4 Councillor Cox stated that there was a need to note that the introduction of the welfare changes meant a reduction in the level of subsidy that was being provided and not a new form of taxation.
- 25.5 Councillor Peltzer Dunn stated that the council had a duty to help tenants where possible and therefore should endeavour to do so within the remits of the changes to the welfare benefits.
- 25.6 Councillor Mears noted that in 2008 the then Labour Government had introduced similar changes for the private rented sector and that these were not opposed. She believed that the tenants in the city should be supported by the council and suggested that rather than the issue becoming a 'political football' consideration should be given to how those affected could be supported.
- 25.7 Councillor Littman stated that he had written to the Overview & Scrutiny Committee, in view of feedback following the nature of letters that had been issued to residents who owed the council money asking if a review could be undertaken to look at how these could be improved and this had been supported by Councillor Mitchell as Chair of the Committee.



25.8 Councillor Randall noted the comments and stated that the Housing Committee had agreed to every means possible being explored to support tenants in difficulties other than eviction as a means to recovering rent due. He also noted that a number of tenants in rent arrears were not claiming housing benefit and therefore it could be assumed they were working and yet in difficulty. He assured the council that as Chair of the Housing Committee he would continue to work with officers and tenants to support them.

25.9 The Mayor noted that the report had been referred for information and moved that it be noted.

25.10 **RESOLVED:** That the report be noted.

25.11 The Mayor then adjourned the meeting for a refreshment break at 6.35pm.

25.12 The Mayor reconvened the meeting at 7.20pm.

## **26. HOME ENERGY EFFICIENCY UPDATE: PROCUREMENT OF SOLAR PHOTOVOLTAIC ARRAYS FOR HOUSING REVENUE ACCOUNT PROPERTY**

26.1 **RESOLVED:** That the report be noted.

### **26.A REVIEW OF POLITICAL BALANCE**

26.2 Councillor J. Kitcat introduced the report and noted that it was a legal requirement to review the allocations of seats across the committees following a change to the political make-up of the council. He wished to welcome Councillor Daniel as the newly elected Member for Hanover & Elm Grove Ward; and noted that the Council remained in a position of no overall control and hoped that the development of cross-party working and collaboration would continue so that the interests of the City could be put first and party politics second.

26.3 Councillor Morgan thanked the Leader for his comments and stated that he was delighted to welcome Councillor Daniel to the council. He also stated that the position of the Green Group as a minority administration remained and whilst there was an onus for the parties to work constructively together, there would be no formal pacts or deals with the Labour & Co-operative Group.

26.4 Councillor G. Theobald welcomed Councillor Daniel to the chamber and stated that he had supported the need for the late report as it reflected the change in the political make-up of the council and the need to make the committees proportionate. He had previously argued that the Policy & Resources Committee should not have been in the control of the Administration and so welcomed the change and would await the outcome that would inevitably follow.

26.5 Councillor Fitch welcomed the report and noted the change in the political make-up of the council.

26.6 Councillor Kitcat noted the comments and stated that the council faced a number of serious challenges in the next few years and hoped that councillors could work collaboratively for the benefit of and in the interests of the city.

26.7 The Mayor noted that the report had been moved and put the recommendations to the vote.

26.8 **RESOLVED:**

- (1) That the allocation of seats as detailed in the report and in Appendix 1 to the report be approved;
- (2) That the revised memberships of the Policy & Resources, Environment, Transport & Sustainability Committees and Overview and Scrutiny Committee be agreed as follows:
  - (a) Policy & Resources Committee on the basis of: 4 Green, 3 Conservative and 3 Labour & Co-operative Members;
  - (b) Environment, Transport & Sustainability Committee on the basis of: 4 Green, 3 Conservative and 3 Labour & Co-operative Members.
  - (c) Overview & Scrutiny Committee: on the basis of 4 Green, 4 Conservative and 2 Labour & Co-operative Members.
- (3) That the retention of the current arrangements regarding the Personnel Appeals Panel, the Urgency sub-Committees and the seats allocated to the Independent Member as alternative arrangements in accordance with regulation 20 of the Local Authorities (Committees and Political Groups) Regulations 1990 be agreed.

27. **NOTICES OF MOTION.**

(a) **2018 Gay Games**

27.1 The Notice of Motion as detailed in the agenda was proposed by Councillor Randall on behalf of the Green Group and seconded by Councillor Powell.

27.2 The Mayor then put the following motion to the vote:

“This council congratulates Sport London, a network of LGBT Sports Clubs in the Capital, which has successfully campaigned for London to be included in the final short list of three cities to host the 2018 Gay Games. It is the first time the UK has put its hat in the ring for the Gay Games, and the bid is built on the excellent job done by London in hosting the 2012 Olympics and Paralympic Games.

The Gay Games started in San Francisco in 1982 and is held every four years. One of the world’s largest sporting and cultural events, it lasts seven days and covers up to 36 sports and cultural activities. It attracts around 10,000 participants from more than 70 nations. Paris and Limerick are the other two cities on the short list. A decision is expected towards the end of the year.

This council shares the founding principles of the Gay Games, which are inclusion, participation and personal best. It believes Brighton and Hove can only benefit from the games coming to London, particularly through participants and spectators making the short trip to enjoy our city with its strong and vibrant LGBT community. There is also the possibility that one of the national teams might use the city as its base.

It therefore requests the Chief Executive to write to Sport London expressing the council's formal support for the bid."

27.3 The motion was **carried**.

**(b) Teacher's Pay**

27.4 The Notice of Motion as detailed in the agenda was proposed by Councillor Randall on behalf of the Green Group and seconded by Councillor Wakefield.

27.5 The Mayor then put the following motion to the vote.

"This Council calls on the Government to abandon plans to introduce performance-related pay for teachers. We ask that the national pay structure and inflation-linked pay for teachers is reinstated, as there is little evidence to prove that teachers will work more productively or that children will learn better under these new proposals.

Secretary of State for Education, Michael Gove, believes that the new measures, allowing schools to set salary levels will give schools greater freedom over teachers' pay and help recruit the best staff.

We remain convinced that teaching is an effort shared by staff, school leadership, children, parents, governors and the community. The Secretary of State's measures undermine this practice by introducing a divisive element where teachers compete for pay increases at the expense of their colleagues. Further, potential new teachers will be put off from entering the profession, it will lead to decisions being made based on financial climate rather than performance, and it will generate more paperwork for schools

This Council believes the government should be looking for ways to encourage and enable more teachers and schools to share good practice instead of being in constant competition with each other.

We therefore call on the government to work with and consult with teachers rather than impose crude ideological schemes on them and ask the Chief Executive to refer the motion to the Secretary of State."

27.6 The motion was **carried**.

**(c) Payday Lenders**

126.1 The Notice of Motion as detailed in the agenda was proposed by Councillor Wilson on behalf of the Labour & Co-operative Group and seconded by Councillor Marsh.

126.2 Councillor Randall moved an amendment to the notice of motion on behalf of the Green Group which was seconded by Councillor Buckley.

126.3 The Mayor noted that the amendment had been accepted by Councillor Wilson and put it to the vote which was **carried**.

126.4 The Mayor then put the following motion as amended to the vote:

“This council notes the increasing use of payday lenders charging interest rates of up to 5,800% by families in Brighton and Hove.

This council notes that 20,000 people called the National Debtline last year with problems arising from payday loans, with typical debts of £1,500 on average.

This council notes that the Office of Fair Trading has ordered the Competition Commission to investigate bad practices in the industry, worth £2.2billion in the UK, with 8.2 million loans taken out in 2011/12.

This council resolves:

- 1) To ask the Chief Executive to write to the Secretary of State for Business and the Chancellor of the Exchequer calling for a cap on loan rates imposed by payday lenders and other high interest lenders.
- 2) To ask the Overview & Scrutiny Committee to establish a Scrutiny Panel to explore options on limiting the number of payday loan shops in the city using examples of best practice in other authorities and reporting to the relevant committees.
- 3) That this authority continues to use every means available to promote the use of credit unions and other responsible lenders by residents.
- 4) To continue with its work of creating a Community Banking Partnership that will include local lending and advice agencies and the high street banks.

126.5 The motion was **carried**.

**(d) Reform of Taxi and Private Hire Operation**

27.7 The Notice of Motion as detailed in the agenda was proposed by Councillor Lepper on behalf of the Labour & Co-operative Group and seconded by Councillor Robins.

27.8 The Mayor then put the following motion to the vote:

“For the past year, at the request of the government, the Law Commission has been consulting on changes to legislation governing taxi and private hire vehicle operation.

The government's stated principals for the review are based on de-regulation and the imposition of national standards.

Following thousands of submissions from taxi drivers, private hire operators, unions, local licensing authorities, disability groups and other stakeholders as to the effect that such de-regulation would have, the Law Commission has published an interim statement proposing that for Hackney Carriages local authorities would retain their powers to regulate numbers and exercise some quality control.

However, concern remains as to the effect on the city's local Private Hire trade from the government's preference that only national standards will apply particularly in respect of;

- Removing border restrictions
- No requirement for a local 'knowledge' test
- No mandatory requirement for disability awareness training
- A 'light-touch' approach to accessibility issues
- The loss of any locally agreed price structure and consumer protection

Should these proposals be enacted, local companies and drivers will face fierce competition from larger companies, possibly from London, who could flood the city with cabs offering cut-price deals and drive the local trade out of the market. Such de-regulation of the Private Hire trade could then also affect the Hackney trade leading to a general loss of local identity and service standards.

Further concerns relating to public safety with respect to enforcement have not been dealt with by the Law Commission. They have not explained how a car licensed in one part of the country but working in another will be managed.

Our City with over 1000 licensed vehicles is already struggling to cope with enough rank spaces. Major concerns regarding the number of vehicles which might come to Brighton affecting the already high co2 emissions is also of great concern.

Furthermore concerns relate to the service provision for wheelchair users who call for Private Hire Services. Currently under local authority control this provision is met by the Council working with local stakeholders. If this control is removed in favour of national standards this provision could disappear.

Therefore this council,

- Welcomes the interim proposals from the Law Commission relating to Hackney Carriages that will allow this council to continue with its policy of managed growth and quality control.
- Expresses grave concern as to the potential effects of the de-regulation of the Private Hire trade with particular concern to Public Safety, a possible increase in Co2 levels, service provision to wheelchair users and further concerns that local operators and drivers could be driven out of the market.

- Requests that the Chief Executive conveys these specific concerns in relation to the local Private Hire trade as set out in this motion to the relevant government minister and to the Law Commission.”

27.9 The motion was **carried**.

**Note:**

27.10 Councillor Wells having declared a pecuniary interest in the item, left the meeting and took no part in the discussion or decision thereon.

**(e) Stimulating New House Building in Brighton and Hove**

27.11 The Notice of Motion as detailed in the agenda was proposed by Councillor Peltzer Dunn on behalf of the Conservative Group and seconded by Councillor Mears.

27.12 Councillor Randall moved an amendment to the notice of motion on behalf of the Green Group which was seconded by Councillor Kennedy.

27.13 The Mayor noted that the amendment had not been accepted by Councillor Peltzer Dunn and put it to the vote which was **carried**.

27.14 The Mayor then put the following motion as amended to the vote:

“This Council welcomes progress with the regeneration of sites on council land and notes that an extra care scheme of 44 homes on the Brookmead site has been submitted for planning permission as the next stage of this work, which delivered 15 new council homes under the last administration.

This council recognizes it has been necessary to revisit the previous administration’s Estates Masterplan, which was optimistic in identifying land for a potential 800 new homes in the city. The revised figure is 500 homes, a substantial number, and a new house building programme of this scale would not only help to reduce the growing waiting list but would also benefit the local economy by creating local jobs and apprenticeships.

This Council notes the proactive and innovative approaches to financing new affordable housing being taken by other local authorities in recent years in response to the climate of reduced public funding. For example, The London Borough of Southwark, which has ambitious plans to build new council homes, Wealden District Council, directly funding new council housing; a growing number of councils – e.g. Thurrock and South Holland setting up stand alone housing companies; councils such as Hammersmith & Fulham who have made use of the value in their housing stock to lever in new funding; and councils such as Hastings and Warrington who have loaned money to Housing Associations to develop housing.

Furthermore, this Council notes:

- (a) The administration’s plans to continue to build new council homes and involve

housing co-ops and self-build groups in the provision of new homes on the council's own sites and on other sites across the city.

- (b) The Government's Affordable Rent model, which significantly reduces the amount of public subsidy required for new affordable housing. If adopted in Brighton & Hove, this could potentially increase the amount of affordable housing built by five and a half times.
- (c) The Government's Affordable Housing Guarantee Scheme, which will help to reduce borrowing costs thereby increasing the number of new affordable homes that can be built.

However, it expresses its deep concern on the question of affordability and believes that homes built under (b) and (c) will be beyond the pocket of many of those in the most critical housing need in the city.

Therefore, this council requests that a report be brought to the next Housing Committee to

- (a) Look at how best practice from other councils could be applied in Brighton and Hove; Explore every housing avenue available to deal with the city's housing crisis; and
- (b) Ask for a report to be brought to the next Housing Committee looking at all the options for speeding up the Estate Regeneration programme to provide more homes.

27.15 The motion was **carried**.

**(f) Traveller Encampments on Sensitive Sites in Brighton and Hove**

27.16 The Notice of Motion as detailed in the agenda was proposed by Councillor G. Theobald on behalf of the Conservative Group and seconded by Councillor K. Norman.

27.17 The Mayor then put the following motion to the vote:

"On 25<sup>th</sup> October 2012, Full Council resolved to:

*"Request that the Environment & Sustainability Committee considers the adoption of a sensitive site protocol, in partnership with Sussex Police, as a matter of urgency and that any future incursions on sensitive sites be the subject of immediate eviction utilising the powers described above (Criminal Justice & Public Order Act 1994)."*

This Council regrets that, as of 18<sup>th</sup> July 2013, the will of Full Council has not been carried out in respect of the above resolution and that unauthorised incursions on sensitive sites are still being tolerated by the Council and Police for significant periods of time, causing great disruption to local communities.

Furthermore, this Council believes that appropriate measures are not being taken by the Council and the Police to ensure that sensitive sites are adequately protected from break in, especially immediately after travellers are moved on from another site in the city.

Therefore, this Council resolves to request that the Chief Executive organise an urgent meeting between herself, the Chief Superintendent of Brighton & Hove and the Leaders of the 3 political groups on the Council to agree a robust action plan to ensure that, as the busy summer season unfolds, the city's parks, gardens and playing fields are properly protected from further unlawful encampments."

27.18 The motion was **lost**.

**28. CLOSE OF MEETING**

28.1 The Mayor thanked everyone for attending and closed the meeting.

The meeting concluded at 9.25pm

Signed

Chair

Dated this

day of



**WRITTEN QUESTIONS FROM COUNCILLORS**

The following questions have been received from Councillors and will be taken as read along with the written answers which will be included in an addendum that will be circulated at the meeting:

**(a) Councillor G. Theobald**

“In relation to the proposed new permanent traveller site at Horsdean:

- 1) What is the estimated cost of the pumping station and piping under the A27 to connect the proposed traveller site to the mains sewer system in Patcham?
- 2) How much money has been spent so far on the planning application and preparatory work for the proposed new traveller site and has this come from the Council’s general fund or from the Government grant for the site?
- 3) What is the estimated final total cost of the proposed new traveller site?
- 4) Bearing in mind that it is a criminal offence to deliberately or accidentally pollute a controlled water zone such as that at Ewe Bottom, who will be liable if there is a contamination incident from the proposed new traveller site?
- 5) Have the Highways Agency been consulted about drilling under the A27 and, if so, what is their view about the effect this will have on the stability of the bank given that it is built on a coombe deposit?”

**Reply from Councillor West, Chair of the Environment, Transport & Sustainability Committee.**

**(b) Councillor Hyde**

“What is the total value of the interest currently held on S.106 Developer Contributions? Please also detail each instance of where S.106 interest has been spent between May 2011 and the present time and the original developer contribution that each relates to.”

**Reply from Councillor Mac Cafferty, Chair of the Planning Committee.**

**(c) Councillor G. Theobald**

“As I understand that each of our library’s footfall is being collected can I please ask for the footfall per hour of each of our libraries for each of the last six months?”

**Reply from Councillor Bowden, Chair of the Economic Development & Culture Committee.**

**(d) Councillor Cox**

“How much has the Council paid out in compensation in each of the last two financial years due to injuries to pedestrians caused by uneven pavements?”

**Reply from Councillor Davey, Lead Member for Transport.**



**ORAL QUESTIONS FROM COUNCILLORS**

A period of not more than 30 minutes is set aside for oral questions from Members, at the expiry of which, the Mayor will call a halt and proceed to the next item of business of the agenda. Any Member whose question then remains outstanding will be contacted to determine whether they wish to have a written answer provided or for their question to be carried over to the next meeting.

The following Members have indicated that they wish to put questions to the Leader, Chairs of Committees or Members of the Council that have been appointed to an outside body. The Councillor asking the question may then ask one relevant supplementary question which shall be put and answered without discussion:

- (a) **Councillor G. Theobald**  
*Subject matter – Hippodrome*

**Reply from Councillor Bowden, Chair of the Economic Development & Culture Committee**

- (b) **Councillor Mitchell**  
*Subject matter – Delivery of a Large Scale Home Energy Efficiency Programme*

**Reply from Councillor J. Kitcat, Leader of the Council**

- (c) **Councillor Simson**  
*Subject matter – Lewes Road Traffic Changes*

**Reply from Councillor Davey, Lead Member for Transport**

- (d) **Councillor Marsh**  
*Subject matter – Lewes Road – Traffic Management Scheme*

**Reply from Councillor Davey, Lead Member for Transport**

- (e) **Councillor Barnett**  
*Subject matter – Vehicle Access – Honey Croft*

**Reply from Councillor Davey, Lead Member for Transport**

- (f) **Councillor Pissaridou**  
*Subject matter – Parking in Wish Ward*

**Reply from Councillor Davey, Lead Member for Transport**

- (g) **Councillor Bennett**  
*Subject matter – Hove Town Hall*

**Reply from Councillor J. Kitcat, Leader of the Council**

<b>Subject:</b>	<b>Economic Strategy and Action Plan 2013-18 – Extract from the proceedings of the Policy &amp; Resources Committee meeting held on the 11<sup>th</sup> July 2013</b>		
<b>Date of Meeting:</b>	<b>24 October 2013</b>		
<b>Report of:</b>	<b>Head of Law</b>		
<b>Contact Officer:</b>	<b>Name: Mark Wall</b>	<b>Tel: 29-1006</b>	
	<b>E-mail: mark.wall@brighton-hove.gov.uk</b>		
<b>Wards Affected:</b>	<b>All</b>		

**POLICY & RESOURCES COMMITTEE****4.00 pm 11 July 2013****COUNCIL CHAMBER, HOVE TOWN HALL****DRAFT MINUTES**

**Present:** Councillor J Kitcat (Chair); Councillors Littman (Deputy Chair), G Theobald (Opposition Spokesperson), Morgan (Group Spokesperson), Bowden, Davey, Mitchell, A Norman, K Norman and Shanks.

**PART ONE****29. ECONOMIC STRATEGY AND ACTION PLAN 2013-18**

- 27.1 The Head of City Regeneration introduced the report which detailed the refresh of the Economic Strategy and Action Plan for 2013-2018. He stated that there were five strategic objectives set out in the action plan and that there had been an extensive consultation process. It was intended to take the report to the Economic Partnership in September and then onto Council in October.
- 27.2 Councillor Bowden welcomed the report and stated that he wished to thank the Economic Partnership for their involvement in the process and he believed it was a robust document that should be commended.
- 27.3 Councillor Morgan welcomed the report and stated that he wished to thank all those involved in developing the strategy and stated that there was a need to create jobs at all levels across the city.

27.4 The Chair stated that there had been a need for a refresh and the collective approach to the new plan should be welcomed and referred to as a good example of partnership working. He then put the recommendations to the vote.

**27.5 RESOLVED TO RECOMMEND:**

- (1) That the refresh of the Economic Strategy and Action Plan 2013 -2018 be approved and recommended to the Full Council in October 2013;
- (2) That the Economic Partnership and other business and voluntary sector partners be thanked for their contribution to the creation of the new Economic Strategy for the city;
- (3) That the Executive Director for Environment, Development & Housing be authorised to make any minor amendments relating to the report following further consultation with the Economic Partnership in September 2013; and
- (4) That the work taking place to align the Economic Strategy with the Greater Brighton City Deal proposals and emerging Coast to Capital Local Enterprise Partnership (LEP) Growth Strategy be noted.

<b>Subject:</b>	<b>ECONOMIC STRATEGY AND ACTION PLAN 2013-18</b>		
<b>Date of Meeting:</b>	<b>24 October 2013</b> 11 July 2013 – Policy & Resources Committee		
<b>Report of:</b>	<b>Executive Director Environment, Development &amp; Housing</b>		
<b>Contact Officer:</b>	Name: Cheryl Finella	Tel: 291095 / 1078	
	E-mail: <a href="mailto:Cheryl.finella@brighton-hove.gov.uk">Cheryl.finella@brighton-hove.gov.uk</a> ;		
<b>Wards Affected:</b>	All		

**FOR GENERAL RELEASE****1. SUMMARY AND POLICY CONTEXT:**

- 1.1 This report seeks approval of the refresh of the Economic Strategy and Action Plan 2013 – 2018

**2. RECOMMENDATIONS:**

That the Committee:

- 2.1 Approves to the refresh of the Economic Strategy and Action Plan 2013 -2018 and recommends the strategy for approval to Full Council in October 2013.
- 2.2 Thanks the Economic Partnership and other business and voluntary sector partners for their contribution to the creation of the new Economic Strategy for the city.
- 2.3 Authorises the Executive Director for Environment, Development & Housing to make any minor amendments relating to the report following further consultation with the Economic Partnership in September 2013.
- 2.4 Notes the work taking place to align the Economic Strategy with the Greater Brighton City Deal proposals and emerging Coast to Capital Local Enterprise Partnership (LEP) Growth Strategy.

**3. BACKGROUND INFORMATION**

- 3.1 In June 2012 a project working group was established by the Programme Management team to oversee the commissioning of the economic strategy.

- 3.2 Chaired by Geoff Raw, Executive Director Environment, Development & Housing, the working group set up regular meetings with the Economic Partnership to co-commission the work and oversee the progress of the refresh of the strategy. The group has continued to meet regularly to steer the work and the consultation process.
- 3.3 The Economic Development and Culture Committee (EDCC) has received regular verbal updates on the progress of the economic strategy. A committee report in June 2012 outlined the approach and further reports in November 2012 and January 2013 provided details of the consultation process and progress on the strategic priorities.
- 3.4 Since reporting to EDDC in January 2013 there have been four further meetings of the working group; two consultation events hosted by the Economic Partnership for the business community, partnership representatives and stakeholders and a follow-up presentation to the City Sustainability Partnership.

### **Purpose of the Strategy**

- 3.5 In October 2012 Roger Tym & Partners, (part of Peter Brett associates) in collaboration with Bio-Regional were commissioned to undertake the economic strategy refresh. The consultants were selected through competitive tender and interviewed by a panel comprising representatives from the City Council, the Local Strategic Partnership, the Coast to Capital LEP and the City Sustainability Partnership.
- 3.6 Drawing on a robust evidence base for the local functional economic area along with national and international economic trends and forecasts. the refreshed strategy seeks to articulate a compelling case to civic and business leaders and voluntary sector representatives for a new approach to economic development; one that ensures that the city uses its fair share of the world's resources and reduces its carbon emissions.
- 3.7 The strategy focuses on how the city can adopt measures that lead to a sustainable economy, taking into account the wider social and environmental impacts of economic development.
- 3.8 The strategy covers the period 2013 – 2018 and brings together a range of policies, strategic documents and initiatives both current and in development. The accompanying five-year action plan of transformative projects and investment initiatives seeks to enhance the economy of the Brighton and Hove sub-region. The action plan provides a clear link to the strategy and demonstrates how the actions proposed move the city towards its stated aspirations.



## Overview of the findings

- 3.9 The desk research revealed that Brighton and Hove has weathered the world economic crisis relatively well. It is considered to be the third fastest 'recovering city' in the country (source: Centre for Cities) driven by the strong performance of the tourism and cultural offer as well as the maturing of the Computing Digital media and IT (CDIT) businesses. Other sectors such as business and finance have also held up well.
- 3.10 Brighton and Hove has a growing reputation for the entrepreneurialism of its residents, the high skills base and alternative economy and it has been cited by several sources as a good place in which to invest.
- 3.11 The geographical constraints of the city; nestled between the sea and the South Downs National Park are seen as very physical constraints on expansion and a case is made for recognising that the functional economic area of the city expands beyond local authority boundaries encompassing Lewes, Adur and Worthing.
- 3.12 The city's assets including its highly qualified workforce, university specialisms, and the recent growth in knowledge intensive sectors such as CDIT along with emerging sectors such as the environmental industries are cited as areas that, with the right intervention could yield significant jobs and business growth in the city region.
- 3.13 A review of government policy drivers highlights the changing nature of central government intervention in regeneration and an expectation from government that local authorities will work with private sector investors and their LEP's to regenerate their local areas and achieve private sector jobs and business growth.

## The Economic Vision for the City

- 3.14 The vision for the city to 2018 is: -

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

- 3.15 The city's economic strategy balances the need for economic growth with a commitment to developing a low carbon economy, based on the ten One Planet Living principles. The new Economic Strategy challenges the city to make the most of its reputation as the UK's "rebellious, alternative, economy" capitalising on its strong cultural offer, well-educated population, high quality lifestyle and university specialisms. Despite impressive performance over the past decade,

the city's key economic challenge is its modest productivity levels, given its large number of businesses and the strong educational profile of its population.

### **Challenges and Opportunities**

- 3.16 Brighton & Hove has emerged strongly from being a low value coastal economy, but it has yet to make the transition into a high performing one. It needs to champion greater ambition; provide a better mix of quality business accommodation; and embed its universities into the fabric of its economy, so that it can develop and retain the right talent and commercialise its expertise. Its strengths lie largely in its creativity and how it can apply this effectively to support economic growth. The strategy states that, "the sectors that most stakeholders consider to be important to the city's economy are culture, leisure and tourism, and creative, digital and IT (CDIT)".
- 3.17 The CDIT sector is now recognised in Government circles as important to the city's economy's future. It has seen double-digit employment growth in recent years, is strongly export-oriented and the clustering that has occurred in the city is proving to be self-sustaining. The sector is on the cusp of becoming mature. However, its businesses need access to better premises and technical skills and models of innovation support that focus on strengthening knowledge exchange networks and collaboration.
- 3.18 The economic strategy suggests that there is also some potential within the environmental industries. It cites some evidence of renewable energy clustering around Shoreham Port and suggests that expertise within the universities could be better harnessed to support growth in the eco-tech sector. However, it warns that there is not the potential to develop a presence across all the environmental industries and that sustainable building, through a retrofit programme, may be the best focus for the city.
- 3.19 The route to a greener economy may be through better engagement with our neighbours, supporting the development of a renewable energy cluster in Shoreham and the development of a cleantech cluster in Newhaven, from where E.ON will service its offshore windfarm farm. Newhaven is also home to a new energy management centre and there are plans for an environmental and marine engineering University Technical College.
- 3.20 The strategy also recommends encouraging mainstream businesses to change the way they operate. This could include incorporating energy security, resource efficiency and affordability into jobs and new investments; encouraging businesses to develop local low carbon supply chains; creating more local jobs and use technological innovation to reduce the need to travel and developing Smart City

management systems to improve the quality and affordability of public services and to reduce transport congestion and pollution.

## **Employment and Skills**

- 3.21 Brighton and Hove does not on first appearance have a skills problem. Its population is well-educated and it exports more talent to work than it imports. However, many of its businesses still find it difficult to recruit people with the skills that they need. Furthermore, the fragmented structure of much of its private sector means that many of its small businesses do not have the capacity to take on apprentices and train staff who lack workplace and sometimes quite specific skills.
- 3.22 The city has weathered the recession well compared with many areas and unemployment has remained low. There is evidence that the economy is more resilient than it used to be, but it is essential that all residents share in this relative prosperity. The City Employment and Skills Plan (2011 – 2014) recommends a balanced approach to job creation and schemes to support local people to compete effectively in the labour market. It suggests that there is a particular need to focus on young people, where it is widely recognised that periods of unemployment can have long-term negative impacts.

## **Strategic Objectives**

- 3.24 The Economic Strategy sets out five strategic objectives that provide the overarching framework for taking forward the strategy:-
- SO1** To maintain Brighton & Hove's distinctive destination and lifestyle offer
  - SO2** To grow quality jobs and business opportunities in higher value and low carbon sectors
  - SO3** To better align jobs skills to projected needs and in support of higher value sectors
  - SO4** To tackle barriers to employment and to create employment opportunities for all
  - SO5** To establish a strong and influential Greater Brighton City Region
- 3.25 These strategic objectives reflect a desire to ensure that the city maintains its uniqueness and its particular strengths such as quality of life, culture and tourism whilst broadening its offer through building on strengths in the knowledge economy. The objectives also recognise the need to grow jobs in sectors that require graduate skills while at the same time ensuring that those with lower skills are able to access the labour market.
- 3.26 The final strategic objective relates to the need for closer working across the city region to help address issues of housing and

commercial premises supply and encourage joint investment across local authority boundaries in infrastructure projects that will unlock stalled development and generate jobs.

- 3.27 The executive summary to the strategy contains a long list of projects related to these strategic objectives; the projects have been tested against a number of criteria to determine their viability and their contribution to the strategic objectives. Bio-Regional have considered the long list and have made suggestions for additional projects that would align with the city's One Planet Living principles, particularly in regard to Equity in the Economy.
- 3.28 One significant project has been identified for each strategic objective based on a prioritisation framework which took into consideration the impact on the projects in areas such as its fit with the strategic objectives including sustainable development. A wider list of projects were identified and assessed and have been included within the strategy as projects that could also make a positive contribution to the City's economy.
- 3.29 The Economic Strategy provides the overarching framework for the economy of the city; it does not seek to replicate activities that are already happening elsewhere but aims to compliment them. Similarly the action plan does not replicate projects and activities that are being addressed in other strategies, for example: -

<b>Theme</b>	<b>Strategy</b>
Employment and Skills	The City Employment & Skills Plan 2011-14
Reducing Environmental Impact	Sustainability Action Plan 2013
Maintaining the Cultural and Creative Sector	Cultural Strategy

### **Consultation on the Economic Strategy**

- 3.30 The Economic Partnership hosted two consultation events in January and March 2013 to which representatives from the business community, the City Sustainability Partnerships, the voluntary and community sector and other stakeholders were invited. The aims of the events were to brief participants on the aims of the strategy, obtain their views on the general approach and obtain feedback on the proposed projects within the action plan.
- 3.31 The second follow up event to which the same group were invited provided an opportunity to look more closely at some of the proposed projects within the action plan and prioritise those they felt would make a significant contribution to the city economy. The full project list was

not considered due to time constraints but participants were sent the full list which forms part of the Executive Summary prior to the meeting. Feedback from the event highlighted the need to address educational attainment in schools; tackle housing and commercial premises and secure investment for business and job growth.

- 3.32 The original timeline for the completion of the strategy was set before the City Council and its partners secured the invitation to develop a City Deal and before the Coast to Capital LEP was asked by Government to prepare a LEP wide plan to drive business and jobs growth, lever private sector investment, and in particular steer the allocation of the new EU funding programme for regeneration from 2014 – 2020.

### **Aligning the strategy to the Greater Brighton City Deal**

- 4.0 Brighton & Hove partnered with three neighbouring authorities – Lewes Adur and Worthing – to develop an expression of interest for a combined ‘City Region’, and this was submitted to the Cabinet Office and Minister for Cities on January 15 2013.
- 4.1 All of the Round Two City Deal expressions of interest were approved. The next stage of the process is to develop the expression of interest into a robust proposal via a ‘Negotiation Document’, supplied by government that sets out the opportunities for growth in the sub-region and the flexibilities required from government to unlock the city’s potential as a generator of new business and high quality employment.
- 4.2 The city’s economic strategy balances the need for economic growth with a commitment to developing a low carbon economy, based on the ten One Planet Living principles. The City Deal Agreement has a focused approach on specific measures to address the low productivity in the City Region.
- 4.3 The Economic Strategy recognises the importance of looking beyond the city’s boundaries to deliver much of the supporting infrastructure that it needs and to position itself well to secure EU structural and Local Growth Funds from 2015. The emerging City Deal Agreement, therefore, takes forward some of these challenges on a City Region basis.

### **Coast to Capital LEP Strategic Plan for Local growth**

- 4.4 The strategy is being developed at a time when LEP’s are being given more powers and responsibilities including a requirement to produce a Local Growth Plan that will set out priorities for investment across their local areas. The Coast to Capital (C2C) growth plan is being developed in consultation with area representatives in the public and private sector. The timing of the Economic Strategy Refresh has facilitated

discussions with the LEP and is helping to ensure that the city's priorities are helping to frame the growth plan

- 4.5 The role of LEP's is being redefined as a consequence of recommendations set out in the Heseltine report, '*No Stone Unturned*'. Among the significant recommendations taken forward by the coalition government is a requirement that all LEP's produce a multi-year strategic plan for local growth.
- 4.6 The Governments report on infrastructure spending (June 2013) indicates that LEP's will have strategic influence over resources of around £20 billion nationally for the period to 2021. Access to a Single Local Growth Fund of over £2 billion comprising skills, housing and transport for 2015 -16; a transport fund of £5 billion for 2016/17 – 2020/21 to enable long-term planning of infrastructure investment; and LEP's will be given responsibility for how £5.3 billion of EU Structural Investment Funds will be spent.
- 4.7 Strategic plans that secure approval from central government via will have access to a proportion of this funding for their local areas in the form of a Single Local Growth Fund. Further guidance is expected on how the plans will be developed but initial guidance makes clear that LEP's will be expected to include a range of factors that impact on the local economy including: -
  - § LEP vision and priorities
  - § Economic analysis
  - § Investment plan: local leverage and pooling: aligned with EU investment Plan
  - § Skills Strategy
  - § Monitoring evaluation & transparency
- 4.8 The first draft of Structural Funds Investment Strategy has to be submitted by the LEP at the end of September and agreed with Government by January 2014.
- 4.9 LEP's are expected to consult very widely including discussion with various communities of interest. For Coast to Capital this will mean including the needs of the constituent parts of the LEP, rural, urban, and coastal along with those that impact across the area such as transport, housing and skills. They will also be expected to work with any City Deal propositions being developed in their areas. Other LEPs will be consulted such as Solent and Enterprise M3, and LEP's are being encouraged to work collaboratively (not just with neighbouring LEP's) where there are similar economic challenges.
- 4.10 The Coast to Capital LEP has made clear its support for the 'Greater Brighton' City Deal and is keen to ensure that the emerging Growth

Plan supports the actions and aspirations agreed in the City Deal proposal.

- 4.11 Initial scoping work is underway on the LEP Growth Plan. Working groups are being established to take the various work streams forward and manage the consultation; a final draft is scheduled for LEP Board Approval in January 2014.
- 4.12 City Deal, the new Economic Strategy and the emerging Coast to Capital LEP Growth Plan will be the main strategic documents for the economic development of the city region; it is therefore vital that the three documents are in alignment and working towards the same goals. That is not to say that there cannot be differences within the documents; some aspects of the economic strategy are very specific to Brighton and Hove and will not therefore be reflected in the City Deal or the LEP Growth Plan. However it is clear that the three documents must be mutually reinforcing and provide a clear and coherent narrative for the city's direction of travel towards a sustainable economy.

### **Revised timeline for the Economic Strategy Refresh**

- 4.13 The Economic Strategy work was extended from its original end date of March 2013 to July 2013 to facilitate alignment with the City Deal proposal and the LEP Growth Plan.

## **5. CONSULTATION**

- 5.1 Consultation on the refresh of the economic strategy has been extensive and has included one-to-one meetings and group consultations with city leaders, the LEP, public sector agencies, the City Sustainability Partnerships, businesses and representatives from the voluntary and community sector. The views of the various groups have been considered by the Economic Strategy Refresh Working Group and have been fed into the strategy as appropriate.

## **6. FINANCIAL & OTHER IMPLICATIONS:**

### Financial Implications:

- 6.1 There are no immediate financial implications arising from this report. The costs associated with production of the Economic Strategy are being met from within the Economic Development initiatives budget for 2013-14 along with a contribution of £10,000 from the Local Strategic Partnership. Work relating to the implementation of projects included within the action plan will be subject to further reports.

The financial implications of the City Deal will be subject to a separate report.

*Finance Officer Consulted: Jeff Coates*

*Date: 24/06/13*

Legal Implications:

- 6.2 There are no immediate legal implications arising from this report. Work arising from the Economic Strategy that impact on council services and resources will be subject to separate reports.

The legal implications for City Deal in terms of governance, decision making and investment will be subject to another report.

*Lawyer Consulted: Bob Bruce*

*Date: 24/06/13*

Equalities Implications:

- 6.3 The Economic Strategy will be accompanied by an Equalities Impact Assessment which will consider whether there are any negative impacts arising from the agreed priorities and will seek to mitigate them.

Sustainability Implications:

- 6.4 The new Economic Strategy will contribute to Brighton and Hove becoming a 'sustainable city' taking forward projects that accord with the One Planet Living Principles . In seeking to reduce the carbon footprint of the city the Economic Strategy will take into account the recommendations of the Climate Change Strategy, the Sustainable Community strategy and the city's bid to attain UN Biosphere status.

Crime & Disorder Implications:

- 6.5 Improving the economic prospects of the city's residents may contribute to reducing and anti social behaviour.

Risk and Opportunity Management Implications:

- 6.6 There are no risk & opportunity management implications arising from this report.

Corporate / Citywide Implications:

- 6.7 It is expected that the creation of the Economic Strategy will have a positive impact on the economic performance of the city in terms of support for existing and new businesses, support for job creation and training and investment in commercial premises that have stalled due to the recession. The strategy will also contribute to the development of the City Deal proposal and help facilitate joint working with other public sector agencies.



## **SUPPORTING DOCUMENTATION**

### **Appendices:**

Draft Economic Strategy and Action Plan 2013 -2018

### **Documents in Members' Rooms:**

None

### **Background Documents:**

None



## Brighton & Hove Economic Strategy 2013-18



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

Project Ref: 27670/001 | Rev: V4 | Date: June 2013

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## Document Control Sheet



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	Name	Position	Signature	Date
<b>Prepared by:</b>	MDB	Senior Associate	MDB	April 2013
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<b>Approved by:</b>	Dave Lawrence	LLP Director		June 2013
<b>For and on behalf of Peter Brett Associates LLP</b>				

Revision	Date	Description	Prepared	Reviewed	Approved
V5	June 2013	Final draft	MDB	DL	DL
V6	October 2013	Final	CF	TP	NH

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## Executive Summary

### Introduction

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

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

<sup>2</sup> HSBC, *Future of Business* Report 2011.

<sup>3</sup> Centre for Cities *Recovery Index* 2013

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

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

#### **Strategic Objectives**

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

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

### **The City today: assets, opportunities and challenges**

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

## Sectors to drive growth

12. The City's economy is relatively diverse and predominantly a small-micro SME economy, which gives it a flexibility and dynamism. It has one of the highest business start-up rates in the country. Unfortunately, the rate of business failures is also high and this Strategy needs to ensure that clever and innovative support mechanisms are in place to help the City's entrepreneurs in the difficult period of sustaining and growing new businesses, especially those with high growth potential.
13. The sectors that most stakeholders consider to be important to the City's economy are culture, leisure and tourism and creative, digital and IT. The culture, leisure and tourism industry is important not just as a generator of jobs but also to the influx of leisure and business tourist income. This, coupled with one of the highest rates of engagement in culture amongst residents, underpins the great cultural and artistic offer. The City's overall quality of life offer as a result is enhanced, making it a great place to invest – it was named the third best place to invest in 2012<sup>4</sup> - and this, together with factors such as its popularity on the annual party political conference scene clearly enables it to punch above its weight.
14. Helped by the weakness of sterling over the past five years, the city's tourism offer has attracted a strong weekend break market but it also has a large number of language schools which, together with overseas students at the two universities, bring significant 'education tourism' to the city; one of the major 'exports' - Brighton & Hove also enjoys a niche for companies involved in outbound tourism some of which have turnovers in excess of £100m p.a. The city's tourism offer is quite diverse with a range of attractions from the typical to the unique and a wide spread of hotels from budget to five star and more restaurants per head of population than anywhere outside London and a particular strength in vegetarian and vegan establishments. With the South Downs National Park on the doorstep and the possibility of international Biosphere Reserve status, there is good potential to grow the market for eco-tourism locally – converting what is often seen as a constraint upon growth, the South Downs, into an advantage.
15. There are further opportunities in the arts and culture through a significant cluster of film related activities in the City (Hove is known as the 'birthplace of film'); and music businesses based upon successful initiatives such as Made in Brighton and The Great Escape, a leading international European music industry conference and expo which takes place in Brighton each May.
16. Whilst numbers employed in CDIT are currently low compared to other sectors, these are generally high skill jobs and they have played an important part in the broadening of the City's economic base and in increasing its international profile. It is also a sector that has significant further export potential and the ability to contribute to the Coast to Capital LEP's internationalisation strategy. The relative contribution of digital companies is growing at over twice the national average and there is significant further growth potential, fuelled by a ready supply of graduates.
17. The City's financial and business services sector has experienced some decline in response to the national and global trends. However, it has held up stronger than in many comparable cities and will continue to play a significant role in the future economy of Brighton & Hove, principally through the contribution of many small & medium sized businesses.
18. The City's economy is also well positioned to take advantage of the growth in the environmental industries sector, by virtue of existing clusters of companies, world class expertise at the two universities and an environmentally aware resident and business population. Cross-City support for environmental initiatives, championed by the City Deal process, could lever growth in this sector, particularly by exploring synergies with CDIT and learning the lessons from its rapid growth and indeed the many success stories already in this sector. There are also potential synergies between the environmental industries, Brighton University's internationally renowned

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



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

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

### **A highly qualified workforce**

20. The existence of two good universities with high graduate retention has meant that the City has a well-qualified workforce in comparison to the region (it was recently named number one for skills and qualifications by Municipal Journal<sup>5</sup>) and national averages, and the projected change is for a reinforcement of this trend. Workforce skills levels are a significant asset to the City and give it a competitive advantage compared with many other similar places as well as an ability to drive growth in the emerging and high-growth sectors which depend on highly skilled employees: the concept of knowledge intensive growth.

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

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

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<sup>5</sup> Municipal Journal, 7 February 2013.

Figure 1.1 : The Greater Brighton City Region and its assets



**Greater Brighton City-Region**

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

## Quality of life and ethos of the City

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

## Opportunities of a more sustainable, low carbon, economy

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

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

### Some challenges remain

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

### Skills

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

### Equity

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

### Geography

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

### Housing stock

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

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

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

### **An Economic Strategy for Brighton 2013-18**

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

#### **Vision for 2018**

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

### **How do we get there? The strategic objectives**

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

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

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

### ***What would success look like?***

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

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

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

### ***What would success look like?***

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

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

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

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

#### **What would success look like?**

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

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

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

#### **What would success look like?**

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

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

## **SO5 To establish a strong and influential Greater Brighton City Region**

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

### ***What would success look like?***

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

## **Developing the Action Plan**

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

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

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

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



## Prioritising the short list

53. A prioritisation framework (see Appendix D) was then applied to the projects in the long list in order to arrive at a short list of transformational projects which form the focus of the action plan. The criteria in the prioritisation framework include the following:
- Fit with strategic objectives including sustainable development;
  - Desired focus on ‘transformational’ projects not already being taken forward;
  - Outputs and outcomes;
  - Potential funding sources, leverage of private sector investment and value for money.
54. From the application of this framework, the following shortlist was agreed:

### Shortlisted Projects

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

55. There is a detailed proforma at Appendix E setting out the proposed scope of the shortlisted projects, deliverables, outputs and outcomes, funding (including potential leverage) and fit against strategic objectives, including environmental sustainability.
56. These projects have the greatest scope for transformational impacts upon the City’s economy. Coupled with the projects in the long-list and the range of existing initiatives covered by each of the five strategic objectives, the City’s economy will grow to meet the opportunities and rise to the challenges it faces in the coming five years. At the end of the period, the economy will be stronger and more sustainable. Brighton’s residents will be wealthier, there will be less inequality, skills levels will have been raised and collaboration across the City Region will have increased to the benefit of all.
57. The longlist of projects is set out overleaf.



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

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



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



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



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

**Final shortlisted projects**

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

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



# 1 The Role of Strategy

## 1.1 Refreshing the Strategy

- 1.1.1 Peter Brett Associates (incorporating Roger Tym and Partners), in partnership with Bio-Regional, were commissioned to undertake a refresh of Brighton & Hove's current Economic Strategy. This is timely as the UK and global economic context has changed substantially since the previous strategy was drawn up: the world has endured global financial crises, the UK has been through a double-dip recession and the Eurozone economy has been subject to repeated shocks.
- 1.1.2 With the current age of public sector austerity likely to continue for some time, Brighton & Hove City Council (BHCC) and the City's Economic Partnership (BHEP) commissioned this refresh of the City's Economic Strategy for the period 2013-18. The Strategy responds to prompts for more radical and practical action from local authorities and the wider public sector as lender and investor catalyst, with private sector co-investment and commitment. The timing of the Strategy also coincides with the City Council and its Partners pulling together a bid for City Deal which aims to provide stimulus to the growth of the Greater Brighton City Region.
- 1.1.3 But this is more than just a strategy that focuses on economic growth. It is also predicated on embedding the principles of the One Planet Living Framework. As such the Strategy needs to demonstrate that economic growth and sustainable development are compatible and can be mutually reinforcing. For the OECD (2011), "green growth means fostering economic growth and development, while ensuring that natural assets continue to provide the resources and environmental services on which our well-being relies."
- 1.1.4 Indeed a shift to new technologies encompassing a more sustainable economic path will itself create new opportunities for businesses in Brighton & Hove.

## 1.2 Approach

- 1.2.1 The method followed a series of five Steps:
- Baseline Analysis
  - Gap Analysis
  - Strategy Development
  - Intervention Priorities
  - Action Plan
- 1.2.2 This report follows through those same steps though in doing so we concentrate on the results of our findings rather than the processes which got us there.

## 1.3 Consultation

- 1.3.1 The strategy was informed by an extensive consultation process. Initially we consulted key stakeholders in the city to understand what they saw as the key strengths of the city and what they perceived to be the key challenges going forward.
- 1.3.2 An initial draft strategy was then subject to consultation with a wider group of economic stakeholders who contributed to developing the overall priorities of the Strategy. This is an economic strategy for the city as a whole and one that reaches beyond the city to embrace the Greater Brighton City Region.

- 1.3.3 The strategy has also been subject to consultation with the people and communities of Brighton & Hove. An Equalities Impact Assessment has been produced and its conclusions incorporated into this final draft Economic Strategy.

## 2 Shifting sands: the new policy context for economic development

### 2.1 Policy Context

- 2.1.1 Since the previous Economic Strategy was published in 2009, the continuing fragile national economic situation and the raft of new policies introduced after the Coalition Government came into office in May 2010 have meant that the national, regional and local policy context for economic development has been radically changed. A previously strong regional tier of governance and policy-making overseen by the Regional Assembly and SEEDA has gone, with final abolition of the SE Plan now enacted.
- 2.1.2 The Coalition Government's principal focus on deficit reduction is well-documented as is the desire to shift away from dependence upon the public sector to support for a dynamic and growing private sector. As a consequence, the Local Enterprise Partnerships (LEPs) have been created to champion business growth and encourage greater co-operation between the public and private sectors. The role of the LEPs is to be strengthened following the Government's response to the Heseltine Report, No Stone Unturned. The City has good relations with the Coast to Capital LEP and is starting to feel the financial benefit of active engagement with C2C.
- 2.1.3 Government policy is shifting from financial support of areas in need of regeneration towards providing the right policy and fiscal arrangements to facilitate economic growth across the Country – but particularly in the more successful greater South East.
- 2.1.4 National policy has also shifted significantly in favour of city regions as drivers of the national economy, including the second rank of cities nationally, into which Brighton and Hove falls. A significant emphasis has been placed on these second rank cities for future success of the national economy – particularly those such as Brighton & Hove which lie close to London as the most important national economic driver.
- 2.1.5 The recent City Deal process has also stimulated greater co-operation between the City Council and neighbouring authorities within the functional economic area. The Duty to Co-operate enshrined within the Localism Act and the National Planning Policy Framework will drive collaboration further – this is particularly critical given the tight administrative boundaries of the City and surrounding protected areas including the South Downs National Park.
- 2.1.6 The forthcoming review of the EU's structural funds will present opportunities for the City Region as it will undoubtedly seek to focus on several strands of relevance to the Brighton & Hove economy, including fostering enterprise and support for key sectors including environmental goods & services and life sciences. The LEPs will direct EU structural funds, a further rationale for close and effective working with the Coast to Capital LEP.
- 2.1.7 We are likely to see the era of public sector funding restraint continue throughout the life of this Strategy, and as a result public funding to pump-prime investment will be limited. Innovative approaches to public-private collaboration in particular will be necessary and imaginative use of public sector assets, or use of the strong local authority covenant, will feature strongly in such activities.
- 2.1.8 Within this changed national policy context, there are a number of local and wider strategies which have helped to frame this refresh of the City's Economic Strategy. The key ones are summarised in Appendix A at the end of this report.

- 2.1.9 Common themes emerging from these strategies include the need for enhanced economic growth and resilience; sustainable development through better use of natural resources; developing skills; and improving local infrastructure.

## 2.2 One Planet Living

### Introduction

- 2.2.1 Brighton & Hove is currently independently endorsed as the UK's first One Planet City. The aim of this initiative is to create a future where it is easy, attractive and affordable for people to lead happy and healthy lives within a fair share of the earth's resources – One Planet Living. One Planet partners commit to becoming places where it is easy for residents to live a One Planet lifestyle should they choose to, by 2025. This commitment entails performance against clear targets for each of ten principles in the One Planet Living framework. It is critical therefore that the city's economic strategy presents a coherent narrative consistent with its commitment to One Planet Living principles, and demonstrates how it will move towards a low carbon economy in this timescale.
- 2.2.2 The ten One Planet principles and their associated targets have been developed to consider the range of environmental, social and economic factors needed to realise such a sustainable future. Society and the economy cannot exist long-term outside a healthy environment; consequently there are four overarching environmental imperatives behind the One Planet initiative:
- Reduce our use of natural resources (i.e. our ecological footprint);
  - Reduce our use of energy (i.e. our carbon footprint);
  - Reduce environmental pollution; and
  - Adapt to the impacts of climate change.

### Reduce our use of natural resources: our ecological footprint

- 2.2.3 Ecological footprinting measures our consumption of natural resources in available global hectares of land and sea – that is, its biocapacity. Extensive scientific research tells us that our global footprint now exceeds the planet's ability to sustain its biocapacity by around 50%. If our demands on the planet continue at the same rate, by 2030 we will need the equivalent of two planets to maintain our lifestyles. 'One Planet Living' aims to make it easy, attractive and affordable for people to live within a fair share of the Earth's resources – which, according to current calculations, will be no more than 1.2 global hectares (gha) per person by 2025<sup>7</sup>. In the UK, the current average footprint is 4.9 gha per person, and in Brighton somewhat higher at 5.15 gha per person. This compares to China where it is 2.2 gha per person and USA where it is 8.0 gha per person. As the aim of the One Planet Initiative is to lead the way and achieve the highest levels of sustainability, endorsed One Planet partners in the UK aim for a trajectory resulting in 1.2gha per person by 2025.

### Reduce our use of energy: our carbon footprint

- 2.2.4 The *One Planet* Initiative uses 'consumption-based' carbon footprinting to inform a full and holistic picture of what causes our greenhouse gas emissions and the most appropriate strategies for reducing them. Consumption-based emissions are those that arise all the way through the supply chain. These include not just direct emissions caused by fuel and energy

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<sup>7</sup> Based on a population of 7.67 billion, a biocapacity of 1.6gha per person and allowing 20% space for wildlife.

consumption, but also embodied emissions in goods and services purchased (for example food, manufactured items and construction materials). By 2050, a 50-80% reduction in global carbon emissions is needed to stay within acceptable limits of climate change. The UK Committee on Climate Change recommended a 80% target by 2050; this target has been enacted in law through the Climate Change Act 2008, with an interim target of 40% by 2020<sup>8</sup>. As the aim of the One Planet Initiative is to lead the way and achieve the highest levels of sustainability, endorsed One Planet partners in the UK aim for a trajectory resulting in a 90% cut in consumption-based emissions by 2025.

## Reduce environmental pollution

- 2.2.5 Avoiding pollution to air, land or water as a result human activity is key to *One Planet Living*, whether it arises from energy generation, construction and refurbishment activities, transport vehicles, or other domestic and non-domestic activities. This involves not only examining pollution in any particular process itself, but also examining the supply chain linkages for the production of materials, equipment, goods and services upstream and downstream of the process in question. While the development of a green supply chain is supported by environmental legislation in many jurisdictions, it is challenged by the difficulty of tracing globalised supply chains, and sometimes by the scope of environmental regulation itself where it simply promotes 'end-of-pipe' technologies. As the aim of the One Planet Initiative is to lead the way and achieve the highest levels of sustainability, endorsed One Planet partners in the UK are required to develop an ongoing and evolving strategy for avoiding pollution to air, land or water as a result of activities associated with the region. All activities should aim to meet international best practice on pollution prevention. Purchasing systems for materials, equipment, goods or food should screen for pollution impacts upstream and choose suppliers with strong environmental track records supporting the emergence of a green supply chain.

## Adapt to the impacts of climate change

- 2.2.6 The UK climate is changing as a result of human activity. Across the country, winter rainfall has increased in recent years and summer rainfall has decreased. There has been an increase in average temperatures and mean sea level has risen. Climate projections are telling us that we will experience hotter drier summers, warmer wetter winters, disruption in usual weather patterns and more frequent or intense weather events (e.g. heat waves, droughts, and flooding) and continued rising sea level. This is likely to have an adverse impact on people, agriculture, water quality and availability, biodiversity, human health, buildings and infrastructure, public spaces, soils and the economy<sup>9</sup>. Brighton & Hove City Council's Climate Change Strategy (2011) assesses the vulnerability of the city to current and future climate change, including consideration of the impact of flooding, drought and heatwaves. The community groups, activities and natural resources most vulnerable to climate change are identified and recommendations put forward for adaptation measures. These are integrated in the BHCC Sustainability Action Plan.

## Towards a One Planet Economy

- 2.2.7 One Planet Living is a vision of thriving regional economies where we meet more of our needs from local, renewable and waste resources, enabling people to live a high quality of life within their fair share of the earth's resources. Brighton & Hove's Climate Change Strategy (2011) sets out the council and city's approach to realising this vision. The strategy was shaped through extensive informal stakeholder workshops and informed by the Sustainable Community Strategy (SCS), the Council's Corporate Plan and the Environmental Industries

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<sup>8</sup> Climate Change Committee (2010), Climate targets and global emissions trajectories. Available at: <http://bit.ly/fW3ZDV>

<sup>9</sup> BHCC (2011) Monitoring Outcomes of the Scrutiny Review of Climate Change Adaptation.

Scrutiny Panel (EISP) recommendations. The Climate Change Strategy sets out a concept of a low carbon economy for Brighton & Hove based on the following elements:

- Globally competitive environmental industries sector;
- Energy efficient private, public & third sector organisations;
- Sustainable tourism;
- Well-developed environmental knowledge and skills;
- A reduced need to travel; and
- Low carbon supply chains.

### What will such a 'One Planet Economy' look like?

2.2.8 In terms of different economic sectors and infrastructures, it will be one where the environmental imperatives of reducing resource use, energy use and pollution and adapting to climate change are all transformed into economic drivers for neighbourhoods, towns and cities in the region. This can include the expansion of local and regional energy generation at micro- and macro-scales, and the development and deployment of innovative technologies including district heating and biomass. It can include demonstration projects for environmental technologies and services, integrated flows of materials and waste, and sustainable transport networks. This can be translated into the following objectives:

- Greater economic opportunities in environmental technologies and services (including energy, transport, ICT, construction, food);
- Increased long-term resilience of local and regional systems of energy, waste, and transport; and
- Reduced long-term dependence on major national infrastructure and natural resources.

2.2.9 In terms of scale and catchment, it will be one where sufficient city-regional economic integration has been reached to produce a greater range of economic goods and services on a sustainable basis, particularly food, energy, water, tourism, construction materials and waste. This scaling-up of local and regional markets can support competitiveness, quality, and the emergence of centres of excellence in particular sub-sectors where there are the right combinations of local assets, entrepreneurs and institutional support. It can also build the potential for synergies between different sub-sectors to generate a particularly unique offer, for example in eco-tourism. This can be translated into the following objectives:

- More integrated and resilient city-regional supply chains for materials, food and water;
- Integrated city-regional sustainable tourism offer for visitors and locals; and
- Closer alignment of resource footprint with city's functional economic area.

2.2.10 It is also one where the city's quality of life continues to be a key part of its locational offer, helping to develop, attract and retain people. This can be translated into the following objectives:

- Reduced barriers to enterprise, employment and skills; and
- More robust evidence base for the city's quality of life and locational offer.

2.2.11 Although this Strategy is not the sole vehicle for delivering the One Planet Living principles in Brighton & Hove, this concept and objectives for a ‘One Planet Economy’ can be matched to the OPL principles at city and city-regional scales as set out in Figure 2.1. This table can therefore be used as an evaluation matrix for the projects and proposals set out in subsequent sections of this document.

Figure 2.1 Evaluation matrix setting out the city’s Climate Change Strategy in terms of the One Planet Living framework, and identifying strategic objectives working towards a One Planet Economy.

Strategic Objectives	Brighton city-region	Brighton & Hove city
Working towards a One Planet Economy	Work with regional partners to deliver...	Work with local partners to deliver...
Zero Carbon	Reduced long-term dependence on major national infrastructure and international natural resources	Increased long-term resilience and security of local energy, waste, and transport systems
Zero Waste		
Sustainable Transport		
Sustainable Materials	More integrated and resilient city-regional supply chains for materials, food and water	Greater economic opportunities in environmental technologies and services
Local & Sustainable Food		
Sustainable Water		
Land Use & Habitat	Closer alignment of resource footprint with city’s functional economic area	Reduced barriers to enterprise, employment and skills
Equity & Local Economy		
Culture & Community	Integrated city-regional sustainable tourism offer for visitors and locals	Robust evidence base for the city’s quality of life and locational offer
Health & Happiness		

## 2.3 Conclusions

2.3.1 From the analysis set out in Appendix A there is a good degree of synergy between the various strategies that apply within the City both vertically (up to the LEP and Government Policy) and horizontally across sectors. Thus this refreshed Economic Strategy builds on a strong tradition of inter-relationships amongst the family of strategies.

2.3.2 This high degree of synergy also applies externally to the City Council’s administrative boundaries. In some respects this creates opportunities - for example for residential development to meet the City’s needs or for the location of lower value, more land-hungry uses outside the BHCC boundaries. But it also represents some competition – in that surrounding areas are also competing for footloose inward investment and these areas also have their own pressures to meet, as well as significant infrastructure or other constraints to development. The collaboration process commenced in response to the ‘Duty to Co-operate’ set out in the Localism Act is throwing these issues into sharp spotlight. The challenge will be for the emerging governance structure of the City Region to ensure that this collaboration is deepened for the benefit of the communities and local authorities across the area.

2.3.3 From the family of strategies outlined in section 3.1 and Appendix A there is clear consensus that the economic strategy needs to:

- Fulfil the function of growing the City’s economy whilst preserving what is different and distinctive about Brighton, including its cultural and tourism offer;

- To capitalise on the opportunities of high-value and low carbon sectors in particular;
- To benefit from the high skills levels in the City, to ensure that everyone is doing a job suited to their level of skill and to support people in accessing employment;
- To bolster the emerging governance arrangements across the Greater Brighton City region and take advantage of the emerging City Deal proposals.



## 3 Brighton & Hove Today

### 3.1 Economic Overview

- 3.1.1 The baseline analysis starts with a socio-economic profile of the Brighton and Hove and of the wider City region which forms the functional economic area. We then identify the key economy assets of the city that either do, or potentially could, give it a competitive advantage. We set out how these assets can be nurtured to make them work better for the economic success of the city.
- 3.1.2 We then look at the current trajectory Brighton is on and where it might expect to be if it continues on this path. We try to distinguish where current indicators reflect the current cyclical downturn, and the extent to which there have been real structural changes that will inform the future direction of the local economy. We then set out potential alternative paths to inform the strategy.
- 3.1.3 Following a review of the assets of the City's economy and challenges it faces, we illustrate with reference to case studies what other cities of similar scale and characteristics have achieved. This is not to set to these cities up as templates for Brighton to follow but to illustrate how other cities have successfully raised their economic ambitions and to draw any relevant lessons from how they went about doing this.

### 3.2 Economic Structure

- 3.2.1 In setting out the economic overview of the city we do not attempt to provide a comprehensive data set as this is covered elsewhere<sup>10</sup>. Rather we set the context and highlight some of the key factors that will inform the strategy.
- 3.2.2 We also set the city in the context of the wider City Region which, for the purpose of this analysis is defined as consisting of the local authority districts of Brighton & Hove, Lewes, Adur and Worthing to be consistent with the partnership being established for the City Deal.

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<sup>10</sup> See for example the Brighton & Hove Local Information Service, <http://www.bhlis.org/>

Figure 3.1 City Deal Region and Travel to Work Area

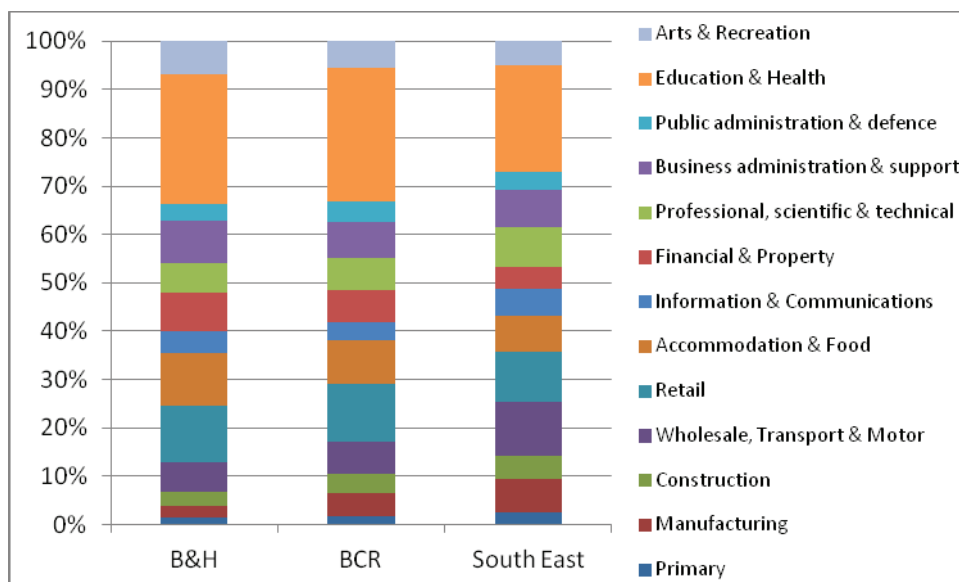


**Greater Brighton City-Region**

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

3.2.3 Brighton & Hove has a much lower proportion of employment in industrial activities than the South East as a whole. It has correspondingly higher proportions of activity in service sectors such as 'Accommodation & Food' and 'Education and Health'. If we look at the structure of the city region as a whole then this sits somewhere between that of the city and the South East, demonstrating a wider balance of activity is achieved at the city region level.

Figure 3.2 Employment Structure 2011



Source: BRES

3.2.4 Whilst Brighton & Hove has a service sector economy, it is not in general the higher value services. The sectors in which the city is over-represented, and which are projected to grow at above the national average rate of growth in employment terms are primarily lower value. These are set out in the table below, which shows projected UK employment growth by sector, the relative representation (or Location Quotient) of that sector in the city; current levels of employment; and national average wages in the sector.

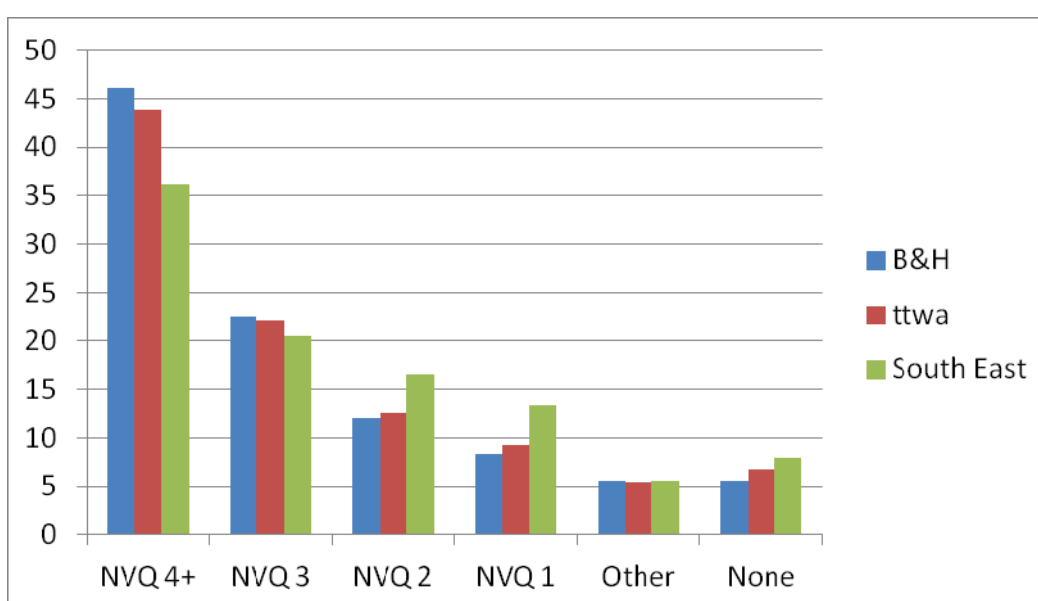
3.2.5 The two exceptions of higher value activity are real estate activities and information and communications, but both are of moderate size in overall employment terms.



## Labour Force

3.2.6 The city and its wider hinterland have a highly skilled resident workforce. The proportions qualified to NVQ4+, degree level equivalent are amongst the highest in the country and well above the South East average. This should translate into a strong competitive advantage as skills are the key lever of prosperity<sup>11</sup> yet the high skills do not translate into high wages or high value added to the city economy. In part this is explained by workers commuting out to higher paid jobs London and Surrey, but it is also partly explained by workers being employed in occupations below their skills levels. This has a consequential effect on those lower down the skills ladder, with the least qualified being bumped off the bottom and denied entry level opportunities.

Figure 3.3 Percentage of Resident Qualifications by highest NVQ Level

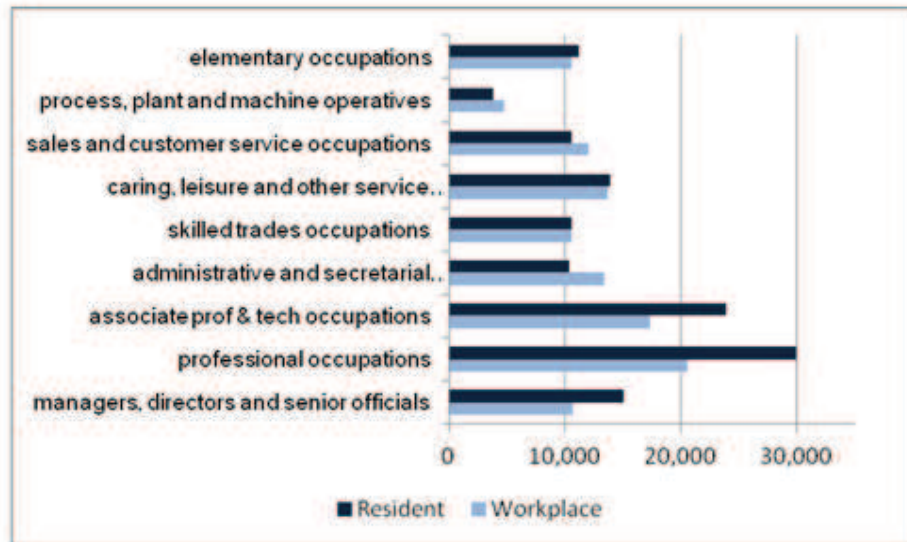


Source: APS

3.2.7 A large part of this skilled workforce is exported to higher value occupations elsewhere. Whilst for the lower value occupations the numbers of resident and workplace jobs are fairly well balanced the city exports workers in the managerial, professional and associate professional occupations. There was a net outflow of approximately 20,000 workers in these three occupational categories in 2012, Or to put it another way, whilst 53% of the city's residents work in these three higher occupational categories, only 43% of the city's jobs are in these three categories.

<sup>11</sup> See Leitch Review

Figure 3.4 Resident and Workplace Employment by Occupation

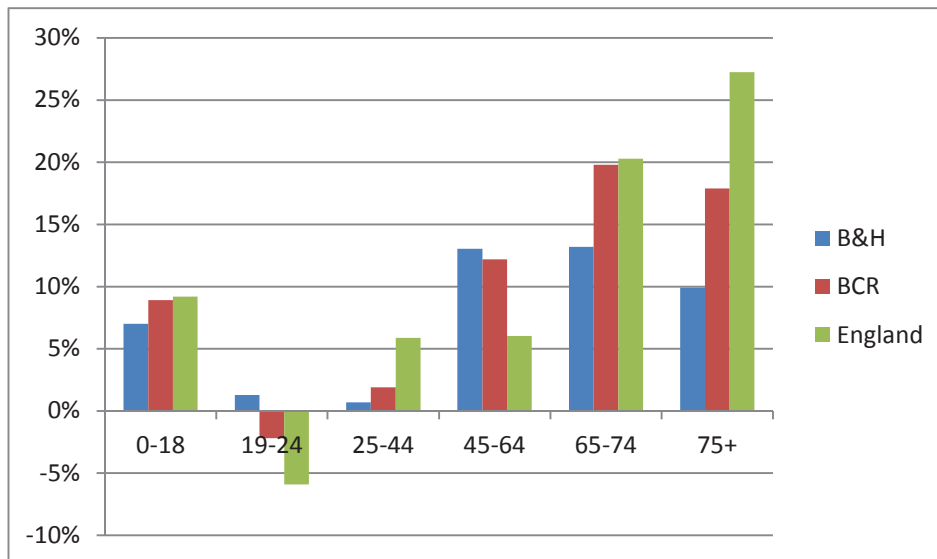


Source: APS

- 3.2.8 Despite having a very well qualified resident population. A more disappointing picture emerges when looking at educational attainment data. Here the city under-performs the national and regional average. In 2011 the proportion of pupils at end of Key Stage 4 achieving 5+ GCSEs of grade C or higher was 71.9% compared to 79.3% for the South East and 80.1% for England<sup>12</sup>. Whilst the proportion achieving this level has been growing in the city the performance gap with the regional and national average has been widening. This problem appears to be a Secondary schools issue as the same gap is not evident at Key Stage 2. For the future workforce it suggest a position where a segment of local school leavers may struggle to find good jobs giving the competition from the highly skilled workforce that is attracted to the city.
- 3.2.9 The demographic profile, and changes to this, functions as one of the key drivers of growth for a local economy. In this regard the city has a favourable population profile. The latest sub-national population projections from the ONS show a projection population increase of 8,000 for the strategy period 2013-18, a 3% increase in just five years, although the long run projection 0.6% p.a. is below the average for England of 0.8% p.a.
- 3.2.10 More notably the working age population of the city is projected to increase 5,000 between 2013-18 (2.7%) with a particular growth in the 45-64 age group. This is on top of the increase of 15,000 already identified in the 2011 Census. This should provide particularly good medium term opportunities for the city as this is the age cohort with the highest disposable income thus providing demand for the consumer services sectors.
- 3.2.11 The way the City region works can be seen with reference to the population profile. Whilst the City has quite a distinctive growth pattern the inclusion of the wider City regional works to smooth the growth to a more traditional pattern.

<sup>12</sup> Neighbourhood Statistics

Figure 3.5 Projected Population Change by Age Group 2011-21



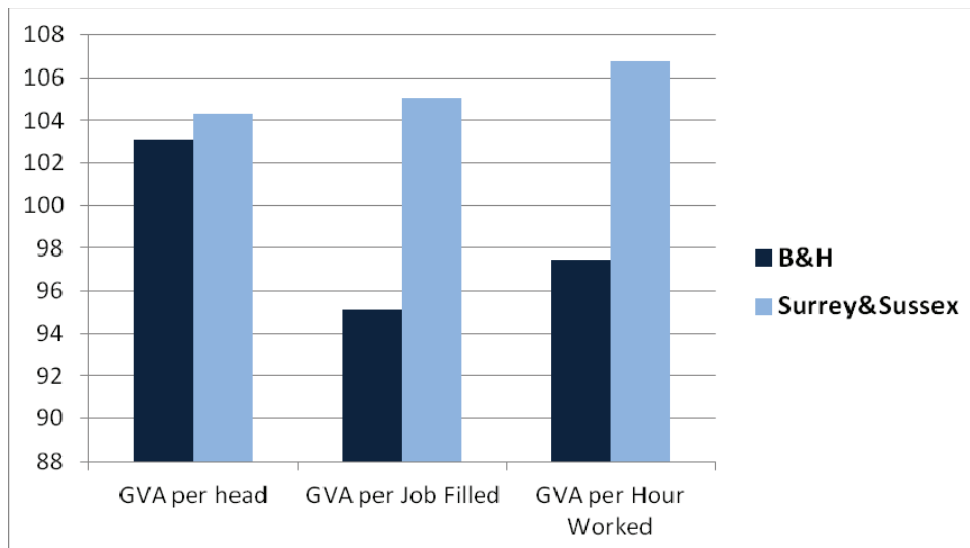
Source: ONS

- 3.2.12 Whilst the city's population is projected to grow against the national trend for 19-24 year olds, due to the student population, the city is anticipated to have very low growth amongst the 25-44 age band, which is possibly a result of lack of affordable housing and thus recent graduates and first time buyers look beyond the city's boundaries to find more affordable housing within the wider city region.

### The Productivity Gap

- 3.2.13 Yet despite its highly skilled workforce and high rate of business start-ups the city under-performs in terms of its productivity. Measured in terms of GVA per head for resident population Brighton & Hove is above the national average. Yet this does not reflect the output of the city and, if measured in terms of GVA per job, or GVA per hour worked the city is well below the national average. The situation is even more stark when compared with the wider sub-region of Surrey & Sussex, which shows the city's productivity as 10% below that of the wider sub-region. If this gap were made up it would add around £500m p.a. to the City's GVA.

Figure 3.6 Productivity 2009



Source: ONS

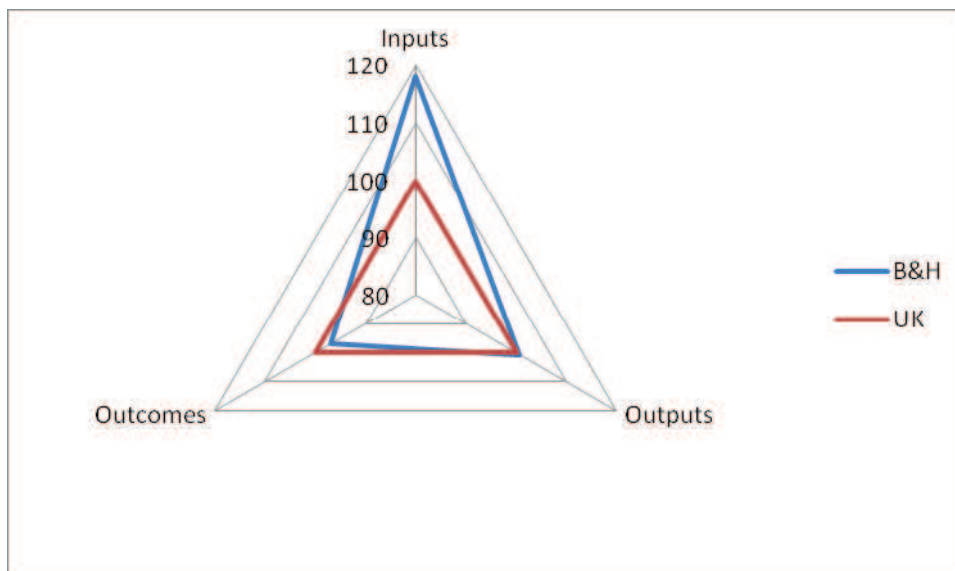
There are long running structural factors that the city must tackle. The Brighton & Hove economy reveals low levels of productivity and competitiveness. This is illustrated in the UK Competitiveness index which shows that despite having a high level of assets as measured by its inputs (such as workforce skills and new business start-ups) being nearly 20% above the UK average, in terms of outcomes (such as wage levels and unemployment rates) it actually ranks some 4% below the national average. Although recent work produced by Brighton & Hove City Council shows significant improvement since 2009 compared to others similar urban areas<sup>13</sup> it should be doing better. Research published by the Spatial Economics Research Centre<sup>14</sup> found that the composition of the workforce explains more than half, and in some cases much more than half of the apparent differences in areas' wage disparities, which raises further questions about the reasons for the low levels of productivity in the city.

<sup>13</sup> Greater Brighton City Deal, Policy Proposal Paper.

<sup>14</sup> Spatial Economics Research Centre



Figure 3.7 Brighton & Hove ranked on the UK Competitiveness Index



Source: UKCI

3.2.14 The competitiveness of the wider city region does not look much stronger although for the city region the inputs are lower than those which Brighton & Hove is blessed with.

	Inputs	Outputs	Outcomes
<b>B&amp;H</b>	<b>118.1</b>	<b>100.6</b>	<b>96.9</b>
<b>Lewes</b>	<b>104.9</b>	<b>95.3</b>	<b>99.5</b>
<b>Adur</b>	<b>98.5</b>	<b>97.7</b>	<b>91.1</b>
<b>Worthing</b>	<b>99.7</b>	<b>104.0</b>	<b>97.4</b>

Source: UKCI

3.2.15 Yet despite the low levels of productivity the Brighton & Hove economy has proved itself resilient in the face of the recent economic downturn.

### 3.3 Assets and Challenges

3.3.1 A number of significant assets have been instrumental in helping the City to weather the recent economic storms. These assets fall within the following broad headings:

- Strength in existing and growth sectors of the economy
- Workforce creativity, skills and demographics
- Factors relating to the geography and location of the City
- Quality of life and ethos of the City

## Sectors to drive growth

- 3.3.2 The City's economy is relatively diverse and dominated by small businesses, which gives it a flexibility and dynamism. It has one of the highest business start-up rates in the country. The rate of business failures is also high. There is an entrepreneurial spirit with people willing to take risks and this Strategy needs to ensure that clever and innovative support mechanisms are in place to help the City's entrepreneurs in the difficult period of sustaining and growing new businesses, especially those with high growth potential.
- 3.3.3 The sectors that most stakeholders consider to be important to the City's economy are culture, leisure and tourism and creative, digital and IT. The culture, leisure and tourism industry is important not just as a generator of jobs but also the influx of leisure and business tourist income, coupled with one of the highest rates of engagement in culture amongst residents, underpins the great cultural and artistic offer. The City's overall quality of life offer as a result is enhanced, making it a great place to invest – it was named the third best place to invest in 2012<sup>15</sup> - and this, together with factors such as its popularity on the annual party political conference scene clearly enables it to retain prominence.
- 3.3.4 Helped by the weakness of sterling over the past five years, the city's tourism offer has attracted a strong weekend break market but it also has a large number of language schools which, together with overseas students at the two universities, bring significant 'education tourism' to the city; one of the major 'exports' - Brighton & Hove also enjoys a niche for companies involved in outbound tourism some of which have turnovers in excess of £100m p.a. The city's tourism offer is quite diverse with a range of attractions from the typical to the unique and a wide spread of hotels from budget to five star and more restaurants per head of population than anywhere outside London and a particular strength in vegetarian and vegan establishments. With the South Downs National Park on the doorstep and the possibility of international Biosphere Reserve status, there is good potential to grow the market for eco-tourism locally – converting what is often seen as a constraint upon growth, the South Downs, into an advantage.
- 3.3.5 There are further opportunities in the arts and culture through a significant cluster of film related activities in the City (Hove is known as the 'birthplace of film'); and music businesses based upon successful initiatives such as Made in Brighton and The Great Escape, a leading international European music industry conference and expo which takes place in Brighton each May.
- 3.3.6 Whilst numbers employed in CDIT are currently low compared to other sectors, these are generally high skill jobs and they have played an important part in the broadening of the City's economic base and in increasing its international profile. It is also a sector that has significant further export potential and the ability to contribute to the Coast to Capital LEP's internationalisation strategy. The relative contribution of digital companies is growing at over twice the national average and there is significant further growth potential, fuelled by a ready supply of graduates.
- 3.3.7 The City's financial and business services sector has experienced some decline in response to the national and global trends. However, it has held up stronger than in many comparable cities and will continue to play a significant role in the future economy of Brighton & Hove, principally through the contribution of many small & medium sized businesses as well as the European Headquarters of American Express.
- 3.3.8 The City's economy is also well positioned to take advantage of the growth in the environmental industries sector, by virtue of existing clusters of companies, world class expertise at the two universities and an environmentally aware resident and business

<sup>15</sup> Brighton & Hove was identified by the Local Futures Group as the third best local authority area to invest in, research published in December 2012.

population. Cross-City support for environmental initiatives, championed by the City Deal process, could lever growth in this sector, particularly by exploring synergies with CDIT and learning the lessons from its rapid growth and indeed the many success stories already in this sector<sup>16</sup>. There are also potential synergies between the environmental industries, Brighton University's internationally renowned Centre for Sustainability of the Built Environment and the local SME construction subsector, through the extensive retrofit challenges faced by the city's aging and hard-to-treat private sector housing stock. Similarly there are opportunities to promote the refurbishment of outdated office stock, much of which was built in the 1970s and 1980s, offering the opportunity to reduce carbon footprint via a more environmentally sustainable solution than demolition and rebuild. Although Brighton & Hove doesn't have the potential to exploit the full range of environmental industries, it has these existing distinct strengths in sustainable buildings to capitalise upon.

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

### **A highly qualified workforce**

- 3.3.10 The existence of two good universities with high graduate retention has meant that the City has a well-qualified workforce in comparison to the region (it was recently named number 1 for skills and qualifications by Municipal Journal<sup>17</sup>) and national averages, and the projected change is for a reinforcement of this trend. Workforce skills levels are a significant asset to the City and give it a competitive advantage compared with many other similar places as well as an ability to drive growth in the emerging and high-growth sectors which depend on highly skilled employees: the concept of knowledge intensive growth.

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

- 3.3.11 The City's functional economic area extends well beyond its administrative boundaries (see figure 1.1) and this, together with public sector funding restraint and the new landscape for economic development, is driving co-operation with neighbouring local authorities and with the Coast to Capital LEP. The momentum building behind the emerging Greater Brighton City Region will be fundamental to future success of the City's economy and enable it to contribute significantly to UK economic growth. The willingness to cooperate is already evidenced by initiatives like the newly agreed City Deal, the work to establish an international Biosphere Reserve and the Shoreham Harbour joint area action plan promoted by Brighton & Hove City, Adur District and Worthing Borough Councils. There are also supportive working relationships with East and West Sussex County Councils in relation to Energy Recovery Facilities and a Local Transport Board.
- 3.3.12 The Greater Brighton City Deal proposal aims to deliver significant additional economic growth by unleashing the city region's productivity potential in the eco-tech sector. Stronger links will be sought between the universities' research and development expertise and businesses in the sector. The experience of growth in the Creative, Digital and IT sector will be capitalised upon in this respect. It will aim to increase the supply and quality of modern business space, particularly incubator / grow-on space for SMEs and provide a programme of bespoke support and advice to business. A boost will be sought to housing provision across the City Region and an Investment Board will seek to leverage public and private sector funding to grow the City's economy along these priority lines.

<sup>16</sup> For example, see <http://www.brightonbusiness.co.uk/html/ni20090403.425404.htm>

<sup>17</sup> Municipal Journal, 7 February 2013.

3.3.13 If Government agrees to the City Deal programme, there will also be a generic package which will apply. Together these will present significant growth opportunities for the City's businesses, whether start-up, existing, or potential relocations to the area.

3.3.14 The City Council has stated its desire to work more closely with its City Region partners irrespective of the outcome of the City Deal process. Given the thrust of national policy to channel national and international funding programmes through the LEPs, such closer collaboration across local authority boundaries will be necessary in order to unlock these funding programmes and benefit from the opportunities of working at the scale of the City Region.

### Quality of life and ethos of the City

3.3.15 The environment, cultural, tourism and leisure offer as well as the geography of the City combine to give a quality of life of which its residents are proud. The existence of the universities and their student population further contributes to both quality of life and ethos of the City. Cultural disciplines, science and applied technology through the universities assist in fusing the creative with the IT sector and are part of what creates the distinctive offer of the City and its value in making it a great place to locate and invest.

3.3.16 "Quality of place – particularly natural, recreational, and lifestyle amenities – is absolutely vital in attracting knowledge workers and in supporting leading-edge high technology firms and industries. Knowledge workers balance economic opportunity and lifestyle in selecting a place to live and work. Given that they have a wealth of job opportunities, knowledge workers have the ability to choose cities and regions that are attractive places to live as well as work"<sup>18</sup>. Brighton has the ingredients and it now has the ambition to be a major driver of the UK economy in the South East, outside London.

3.3.17 Brighton & Hove's business community and political leaders embrace its reputation for being different, seeing it as an asset to be exploited in growing the economy and are prepared to use that reputation to promote the City to the outside world.

### Opportunities of a more sustainable, low carbon, economy

3.3.18 A more sustainable economy would mean more of our needs met from local, renewable and waste resources, giving people a high quality of life and using a fairer share of the earth's resources. This could include:

- Developing the imperatives of energy security, resource efficiency and affordability into jobs and new investment for neighbourhoods, the city as a whole, and the wider City Region;
- Encouraging businesses in the City Region to reduce carbon in their supply chains and develop more local relationships to create economic opportunities and jobs;
- Creating more opportunities for employment at all skills levels in the city, to enable local people to participate in economic activity where they live.

3.3.19 The Coast to Capital LEP's analysis and strategic focus is focused on high growth and export orientated businesses. These complement the City Region's growth sector potential which includes:

- Creative, Digital and IT;

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<sup>18</sup> Richard Florida

- Globally competitive eco-tech businesses (technologies and services);
- An emerging sustainable tourism and eco-tourism offer;
- Advanced Engineering;
- Financial and Business services;
- Health and life sciences;
- Multi faceted research and development capacity with strong cross over between academic and commercial sectors;

3.3.20 Other opportunities to accelerate the transition to a more sustainable, low carbon, economy include:

- Smart City management systems that improve the quality and delivery of public services at an affordable cost;
- Smart systems that reduce transport congestion, pollution and are energy efficient;
- Technology innovation which reduces the need to travel; and
- Low carbon supply chains, particularly in food and construction.

3.3.21 Continued close collaboration with the LEP will therefore benefit business within the Brighton City Region.

### Some challenges remain

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

### Skills

3.3.23 The high skills level of graduates has resulted in some people working in roles for which they are over-qualified (sometimes characterised as 'baristas with PhDs') and often not by choice. Coupled with fewer requirements for middle range skills there is less opportunity than elsewhere for people to increase their income as a result of gaining better jobs by upskilling. Of course, the presence of highly qualified employees per se is a good thing – so the effort must be addressed at providing a range of jobs for a range of qualification and skill levels.

3.3.24 Despite significant improvement in 2012, there is a need to continue to raise the educational attainment levels of school leavers in the City in general which will also assist in the process of placing people in roles appropriate for their level of skill. There is a particular city-wide focus on maths, with the aim of 'making maths outstanding'. This aims to build on the improvements already underway, with the subject being integral to improving attainment in STEM disciplines and having a strong driver for business as well.

### Equity

3.3.25 Challenges remain in relation to equity in the economy: in tackling inequality and 'worklessness', including addressing barriers to employment. Actions are already underway through existing initiatives such as the Brighton Living Wage Campaign which aims to

increase the number of businesses which adopt the living wage standard of pay (which has been calculated to enable an appropriate standard of living, above the national minimum wage) and renewing Fair Trade City status.

3.3.26 The City Employment and Skills Plan recommends a balanced approach to job creation and schemes to support local people to compete effectively in the labour market. It suggests that there is a particular need to focus on young people, where it is widely recognised that periods of unemployment can have long-term negative impacts.

3.3.27 Equity is a key driver for this strategy but many of the actions are already set out in detail in other documents and are not repeated here. For example the:

- **City Employment and Skills Plan** – with its targets to reduce the level of young people who are Not in Employment Education or Training
- **Child Poverty Commissioning Strategy** – which prioritises increasing the numbers of parents carers and young people who are trained and get paid a living wage
- **Financial Inclusion Strategy** – a strategy that provides advice to help people to deal with problems of debt, money and fuel poverty.

## Geography

3.3.28 The geography of the City presents challenges in terms of movement of people and goods - in particular along the critical east-west axes across the City Region. Bus patronage has risen at an average of 5% p.a. every year for the past decade but improvements in terms of real-time information, dedicated bus priority lanes and service enhancements must continue or congestion will inevitably become even more of an issue as the economy grows. The business community views congestion as one of its top concerns and the City's Transport Partnership will need to work effectively to maximise resources for investment and generate efficiency savings.

3.3.29 Many actions can only be taken at City Region level or higher so maintaining a close working relationship with the Coast to Capital LEP will be particularly important – especially given the devolution of Department for Transport major scheme funding to Local Transport Boards from 2015 and with £36.3m provisionally available to the LEP for the period 2015/16 – 2018/19.

## Housing stock

3.3.30 The City faces particular challenges in terms of quantity, supply, affordability and quality of housing stock. It is much more likely to be older, in private tenure, in the form of converted flats, and 'hard to treat' in terms of energy efficiency than the national average. This presents a major opportunity for retrofit for construction SMEs, a critical subsector with growth potential, and would generate many positive outcomes – employment for a highly-skilled workforce, a response to the socio-economic challenges of energy policy and cost and in moving along the path to a low carbon economy.

3.3.31 The constraint of housing supply also presents real barriers to labour market mobility and restricts the supply of people to take up new job opportunities, driving up the cost base of the City's workforce and holding back growth in the economy. However, it is important to protect employment land for the significant loss of such sites could risk the City becoming a dormitory town for London commuters.

3.3.32 The shortage of land within the administrative boundary requires careful allocation and strategic use of every potential development site. With a limited legacy of derelict or vacant

sites, the natural boundaries of the South Downs National Park and the sea effectively define and limit the outward expansion of Brighton & Hove. Therefore, the City Plan [Core Strategy], the blueprint for the next 20 years of development, proposes a delicate balance between housing and employment space. It will be important to view separate sites in a holistic way so they can be developed strategically to maximum advantage and provide for a mix of homes to support the growth and maintenance of sustainable communities, to facilitate growth in the economy and make provision for other essential development such as retail and leisure, health, education and other community facilities. The City Plan seeks to do this in a way which respects and enhances the historic, built and natural environment of the City.

- 3.3.33 Similar constraints to development across the City Region mean that there are unlikely to be easy solutions to these issues. In common with the national trend, development is further hampered by the difficulty of accessing finance, or punitive rates charged by lenders.

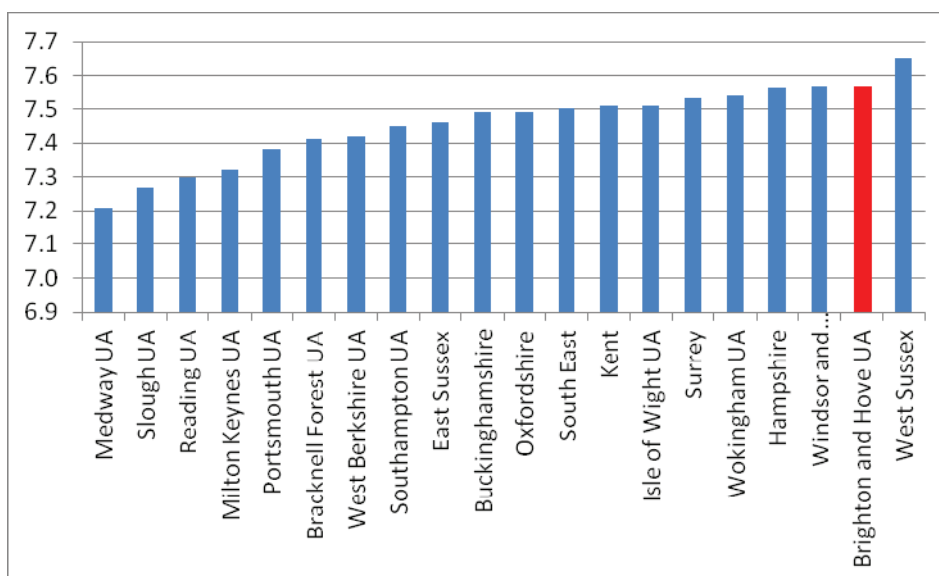
### **3.4 Indicators of Sustainable Economic Welfare**

- 3.4.1 As we have noted Brighton is not a conventional city and its success should not necessarily be measured in conventional ways.
- 3.4.2 We have noted above how Brighton under-performs in terms of GVA and how this seems partly at odds with Brighton being a successful city in terms of being a place where people want to live. In part this may be due to GVA being an inadequate measure of overall economic well-being.
- 3.4.3 GVA is a monetary measure and it is a measure of output. It measures what people produce not what they consume and it captures only market transactions of goods and services. So, for example, to the extent that people are self-sufficient in producing goods and services for their own consumption these will not be captured in GVA. Neither does it capture non-market leisure activity such as walking along the beach.
- 3.4.4 GVA as a measure also contains no distributional element. This increase in GVA can be achieved by increasing incomes of those at the top end of the income scale whilst leaving those low down unaffected. There was some evidence from the last economic boom of a decoupling of the relationship between overall GVA growth and average wages. A report by the TUC noted that over the period 2000-08 labour productivity increased by 1.6% p.a. on average but real wages over the same period only rose by 0.9% p.a.
- 3.4.5 There have been many attempts to establish better or alternative measures of economic activity. Some try to adjust for GVA to take account of factors that GVA does not measure well, such as quality of services. Others try to introduce wider indicators such as sustainability factors. The Human Development Index, for example incorporates measures on education.
- 3.4.6 One of the most prominent recent exercises of this nature was a commission set up by the former President of France Nicolas Sarkozy. The Sarkozy Commission came up with 12 recommendations (see Appendix B) in an attempt to produce more rounded measures.
- 3.4.7 But despite its short-comings GVA is still an important indicator as it does measure economic output and that is what is used to provide people with material well-being. It is also favoured by the Government and the EU so it is likely to remain a significant measure.
- 3.4.8 There are very few of these measures that have been universally developed and applicable down to the city level so it is difficult to measure how broadly Brighton might compare on such indices. The city may have attained a level of maturity and economic balance with which it is satisfied. The so-called Easterlin paradox states that beyond a certain level of GVA the relationship between income and reported levels of happiness declines markedly.

- 3.4.9 The UK has started to experiment with measures of subjective wellbeing. On these indicators Brighton scores higher than the national average. On one of the four subjective measures, that of Life Satisfaction, Brighton & Hove has the second highest average score of any of the South East authorities, second only to West Sussex.



Figure 3.8 Average Score for 'Life Satisfaction'



3.4.10 Brighton has for many years as an economy underperformed in terms of traditional measures such as GVA. But because GVA is an inadequate measure of economic welfare this may not be fully recognising the economic value of the city and at worst risks sending misleading policy signals.

3.4.11 The answer is the city needs to truly work out what its overall policy goals are and then work out what measures it needs to monitor in order to track progress towards these goals. But this will require stability and broad agreement over what those outcomes should be and also over what other measures should be. We don't believe it would be a fruitful exercise to try and achieve that consensus as part of this project, but it can form part of the work programme of this strategy.

3.4.12 One of the great values of GVA for all its other limitations is that it provides a clear measure that enables places to be benchmarked against each other both nationally and internationally. And it is still clear that Brighton could achieve a significantly higher output given its level of resources.

### 3.5 Benchmarking Brighton

3.5.1 For the purposes of this study, it is useful to clarify what economic success could look like for Brighton & Hove. We can do this by identifying cities comparable in terms of size, economy and character, whose local economic development strategy Brighton & Hove can reasonably aspire to emulate in the medium term – particularly in environmental and technology-related sectors. By focussing this search on European cities, we can also identify potential future partnership opportunities for knowledge exchange and joint funding bids. Such benchmarking should be considered indicative rather than definitive, as Brighton & Hove's distinctiveness makes direct comparisons difficult: it is a seaside city much more than a port city; a regional centre but not an administrative capital; an economic centre driven more by SMEs than by major employers, and so on.

#### Criteria for selection

3.5.2 To enable reasonable and useful comparison, each potential comparator city should have the following characteristics:

- Primary urban centre in a small city-region (i.e. not part of an extended conurbation);
- High quality of life, particularly in terms of access to natural landscape resources (e.g. sea, mountains, etc.);
- Distinctive identity, particularly in terms of culture, character, and way-of-life;
- Service sectors dominant in the local economy, e.g. tourism, creative sector, ICT, etc.; and
- Strong local universities and research institutes, with identified specialisms and spin-offs.

3.5.3 Using the above methodology, three cities were selected:

- **Freiburg (Germany)** - Green City, BioTech Region
- **Graz (Austria)** - Design Capital, EnviroTech Region
- **Montpellier (France)** – Mediterranean Technopole

3.5.4 A detailed profile of each of these cities is set out in Appendix C covering economic sectors and institutions and case studies of key local and regional projects.

3.5.5 The key lessons drawn from these profiles are summarised below.

### Lessons for Brighton & Hove

3.5.6 Each of the cities cited has benefitted from strong regional policies on the part of state, national and/or federal government, and from a wide range of regulatory and direct powers available to local and city-regional government. Little of these structural factors is currently replicable in England, nevertheless the following lessons can be drawn from the comparator cities:

- **Use a strong sectoral focus to bring together private, public and research partners** with clear goals, shared governance, dedicated development agencies, and programmes focussed on delivery (Freiburg, Montpellier, Graz).
- **Network or 'bundle' existing research and production assets** in the city-region and beyond to create centres of excellence, make optimal use of previously existing infrastructure and contacts to industry (Graz), or to fill structural gaps in local expertise or capacity (Freiburg, Montpellier);
- **Concentrate high-tech facilities and support services** in a particular area (Freiburg, Graz) and, ideally, close to major research facilities and ancillary facilities including public transport (Montpellier);
- **Provide a platform for sector-specific events** by using the city's conference and trade-show facilities (Montpellier), and establish city-regional prize funds to foreground local success and innovation (Freiburg);
- **Use the city and city-region as a demonstrator project** for locally-developed technologies and applications through procurement policies, asset development and joint ventures (Freiburg, Graz); and

- **Continue to develop the city's character and quality of life as a key part of the locational offer** to attract, develop and retain a highly-skilled workforce (Freiburg, Montpellier, Graz).<sup>19</sup>

3.5.7 Strength of leadership is common to all these places and although the legislative and regulatory context is different in each there are common threads in relation to delivering strong executive decision making, having a strong link from strategy through to action and tailoring the strategy to the area's assets and potential.

### Cultivating distinctiveness

3.5.8 In addition to benchmarking Brighton in terms of local economic development, it is useful also to clarify what success could feel like for Brighton & Hove. The city's heritage as the archetypal seaside town, the quality of its residential neighbourhoods, and its contemporary mix of small- and medium-sized businesses in the creative, cultural and tourism sectors together give it a particular character, identity and quality of life. These factors are critical to the city's attractiveness as a place to live, work, study and invest, and hence are key to the city's future local economic development. They must be cultivated in tandem with (rather than be displaced by) other sectoral and strategic managerial interventions in the city.

3.5.9 However, relatively few cities have developed a truly strategic city-wide approach to cultivating distinctiveness. More often such initiatives are focussed in particular neighbourhoods or localities, led by the community, arts and/or business sectors, and tolerated or benignly neglected on the part of city authorities and other stakeholders. Three rare examples of strategic approaches to cultivating distinctiveness on a city-wide basis are presented below<sup>20</sup>:

- Community-led distinctiveness: Seattle's Department of Neighbourhoods;
- Culture-led distinctiveness: the "Keep Austin Weird" campaign; and
- Business-led distinctiveness: Berlin's "Urban Pioneers" policies.

3.5.10 Each of these examples refers to much larger cities with greater resources and strong metropolitan identities, nevertheless the following lessons can be drawn from the comparator cities:

- Distinctive city policies – e.g. for neighbourliness, 'weirdness' or temporariness – should **respond to existing local character, conditions and interests**, rather than simply overlaying or imposing ideas from elsewhere;
- Each of these approaches is structured directly or indirectly to **perform an important role in local economic development** through supporting local businesses, business sectors and/or the city's quality of life;
- Each of these examples transcends consultation and participation to **invite citizen co-production** of locally distinctive solutions, with significant support from the local authority;

<sup>19</sup> This final point is further developed in the following section.

<sup>20</sup> Note, however, that each of these city-regions is substantially larger than Brighton & Hove: Seattle 2.65m, Austin 1.66m, Berlin 4.30m (OECD 2008). Hence each enjoys much greater scope and resources to develop such bespoke city management strategies.

- All the examples **provide a permissive and enabling framework** for action by neighbours, cultural entrepreneurs and businesses, structure partnership approaches between citizens and the private sector;
- Each of the examples help the city to communicate its distinctiveness to citizens and investors new, old and potential , in a way that is easy to **integrate as part of the city marketing strategy**; and
- Character and quality of life are at the heart of each of these examples, and demonstrate ways to **retain and develop these qualities while the city grows** and inevitably changes.

## 4 Vision and Strategic Objectives

### 4.1 Vision for Brighton & Hove 2018

- 4.1.1 We used the preceding analysis of assets, challenges and opportunities to devise a vision for the city's economy in 2018 that is specific to Brighton & Hove and reflects what we believe the city wants to achieve.

#### Vision for 2018

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

### 4.2 Strategic Objectives

- 4.2.1 In order to achieve this Vision we have defined a number of Strategic Objectives, into which actions and projects have been placed. The Strategic Objectives respond to the policy context, assets and challenges, and are as follows:

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

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

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

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

**SO5 To establish a strong and influential Greater Brighton City Region**

- 4.2.2 For each of the Strategic Objectives, we set out below the rationale for actions, a description of what success will look like in 2018 and suggestions of the range of interventions.

#### **SO1: To maintain Brighton's distinctive destination and lifestyle offer**

- 4.2.3 Brighton & Hove's distinctive destination and lifestyle offer is its USP. It is why people want to live in the city and is the basis for creating a city with the skills and investment to deliver economic growth and prosperity. Quality of place therefore matters. Fuelled by labour mobility and increasing personal wealth, many households will have a growing choice as to where they live. These households contain the highly qualified workers that Brighton has successfully attracted and retained "Quality of place – particularly natural, recreational, and lifestyle amenities – is absolutely vital in attracting knowledge workers and in supporting leading-edge high technology firms and industries. Knowledge workers balance economic opportunity and lifestyle in selecting a place to live and work. Given that they have a wealth of

job opportunities, knowledge workers have the ability to choose cities and regions that are attractive places to live as well as work”.<sup>21</sup>

4.2.4 Flows of economic activity are accelerated and more footloose than ever. Traditionally, economic productivity was determined by location (such as natural endowment and property offers), and technology and corporate strength; but since the 1980s/90s, telecoms mean that physical location matters less – and place-based socio-cultural externalities matter more.<sup>22</sup> In this highly competitive environment, it is important that Brighton embeds quality economic activity as deeply as possible in the local economy<sup>23</sup>

4.2.5 This shift is further accelerated by the emergence of the internet. Continued investment in the infrastructure to support faster broadband speeds will be necessary in the City, as with all successful places in future, together with three more aspects of these positive externalities:

- The ability to provide locations and context for face-to-face contact – such as a retail offer
- To provide for social and cultural interaction – such as, cafes, restaurants, theatres
- The ability to concentrate labour markets and expertise.<sup>24</sup>

*What would success look like in 2018?*

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

4.2.6 Priority areas for intervention will include:

- Brighton Re-Invented – 21<sup>st</sup> century, year-round, business conferencing, retailing & cultural destination

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<sup>21</sup> Florida, R (2000) *Competing in the age of talent: quality of place and the new economy*

<sup>22</sup> Gordon, I presentation to GEMACA

[http://www.lse.ac.uk/collections/LSELondon/events/gemaca/Gordon\\_presentation.ppt](http://www.lse.ac.uk/collections/LSELondon/events/gemaca/Gordon_presentation.ppt)

<sup>23</sup> There is some debate about whether it is sensible to say that geographical entities can be said to “compete”. Krugman argues that geographical entities do not compete as if they were ‘Coke and Pepsi’; the analogy is false, as countries have no profit and loss account and effectively function as customers of each other.

<sup>24</sup> Amin and Thrift (1992) Neo-Marshallian nodes in Global Networks *International Journal of Urban and Regional Research* v16 p 571-587

- Investing in the assets, from providing modern(ised) intelligent workspace to the re-awakening of the Royal Pavilion Estate
- Stretching the seafront (from the West Pier to the Marina)
- New Eco-Tourism offer
- Equipping social & cooperative enterprise for growth
- Film City
- Global branding - Made in Brighton

4.2.7 Key measures under this Strategic Objective will include tourism spend per visitor, dwell times, and resident satisfaction as well as the alternative indicators of economic wellbeing discussed in the previous chapter.

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

4.2.8 Brighton has relatively low, but growing, productivity as established in the previous chapter. It needs to lock itself into a new technological growth path. But the city has wider sustainability objectives and thus wishes to ensure this new technological growth path is based on low carbon technologies.

4.2.9 James Simmie in a paper for the National Endowment on Science and Technology and the Arts (NESTA)<sup>25</sup> puts the role of innovation and change at the centre of explanations of why areas have performed in the way that they do. He suggests that the economic future of places rests to a certain extent on its historic economic “path”. Places are therefore said to be “path dependent”. But equally, there are points when places lose momentum as a result of rising external competition or an internal decline in dynamism. This is the “path decay” phase.

4.2.10 According to Simmie, places become path dependent because<sup>26</sup>

- There are (originally) profits to be made – which leads to firms and consumers being locked-into repetitive patterns of production and consumption, and hence this limits the opportunity for new products and services to make it to the market.
- Technological (and capital) “lock-in” occurs, where areas are tied to existing technologies;
- Institutional inertia which includes Governmental, organisational or cultural systems that lag behind economic change. Simmie points out that the development of economies is not just the result of economic factors but also simultaneous “technological, socio-cultural and institutional developments”.

4.2.11 However, in comparison to many areas the Greater Brighton City region does not have a legacy as a result structural economic change (for example there are no large derelict former manufacturing sites). There is the opportunity for the City to lock itself into a new higher path dependency based on a new wave of technologies – and this is evidenced by the recent strong growth trend. If it misses this wave the City risks being locked into its existing path and risks entering the ‘path decay’ phase.

<sup>25</sup> Simmie et al (2008) *History matters: Path dependence and innovation in British city-regions*

<sup>26</sup> Simmie et al (2008) *History matters: Path dependence and innovation in British city-regions* (5)

4.2.12 So, it can be seen that the success of the City Deal proposal to develop a network of growth hubs to support high growth sectors, linked to university specialisms would be just this shift to a higher path dependency. The result of this change will be to deliver higher incomes for Brighton residents without negative environmental impact.

What would success look like in 2018?

- Growth in the environmental industries sector has led to the City having an international reputation for low carbon industries based on their high performance and with mainstream business benefitting from spin-off 'greening' of its activities (and cost savings as a result);
- Businesses large and small have embraced the need to reduce their carbon footprint, improve their resource efficiency and are actively engaged in initiatives to do so;
- Research and development activities led by the universities have resulted in spin-off companies being established and a burgeoning cluster in the life sciences;
- New incubator space, business support and mentoring have improved the survival rate of new business;
- The local SME construction sector has been stimulated by the scale and urgency of the city's retrofit challenge, and has expanded, deepened its local supply chains and improved skills; and
- The office stock is rationalised and modernised to meet growth business needs at higher standards of energy and carbon efficiency and with fewer vacancies.

4.2.13 Priority areas for intervention will include:

- Developing a network of growth hubs, to support high growth sectors, linked to university specialisms;
- Support to business networking & R&D in growth sectors including creative, digital & IT and environmental industries & services;
- City Region Growth Accelerator: a bespoke, locally delivered business innovation support programme;
- Exploring opportunities to develop a regional business cluster in 'Life science';
- Strengthening business to business & business to customer infrastructure technology & 'know-how';
- Stimulating the retrofit construction industry;
- Bespoke government business support & mentoring programmes

4.2.14 Key measures under this Strategic Objective will include the number of additional jobs in the target sectors and the failure rate of new businesses.

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

4.2.15 Skills are the key lever of prosperity. Incomes for low skilled labour will fall. Treasury research notes that, over recent decades, there has been a "striking [negative] shift in the



employment and earnings prospects of workers with low skills.”<sup>27</sup> Unskilled people will find that labour demand for their skills falls, eroding their wage bargaining power.<sup>28</sup> Work from the International Monetary Fund concludes that technological improvements (not globalisation) generate these inequalities. Effective use of technology requires a skilled workforce, reducing equality by driving up the wages of the skilled relative to the unskilled. In developed economies, skills premiums will rise, and downward pressure on the incomes of the low-skilled will continue.<sup>29</sup>

4.2.16 What this highly skilled workforce will deliver is the attraction of leading edge businesses. Providing the right environment for knowledge-intensive jobs will be important. Whilst the public sector cannot necessarily make investments in knowledge intensive industries, it can help to facilitate the creation of environments where this investment can take place, particularly through the universities.

4.2.17 The skills of the workforce and technical expertise in a region are the most important drivers of knowledge-based industry business location choices.<sup>30</sup> This is because highly skilled or specialised staff are sourced sub-regionally (as opposed to locally for less skilled staff). The effective labour market for any company is geographically extended by a high quality transport system, which enables companies to be within reach of a larger labour pool within any given commuting time. Developing as a city region can offer this wider and deeper labour pool and transport improvements are needed to facilitate travel of workers within the sub-region and to support new and existing supply chains.

4.2.18 Given this backdrop, the proposed Greater Brighton Skills & Employment Board will bring together the existing successful partnerships from across the city region in an attempt to create a fully integrated skills and employment pathway for people of all qualification levels. This will address current fragmentation between the funding and services of the Skills Funding Agency, Young People Learning Agency, DWP, and JobCentre Plus, as well as EU funded programmes and local initiatives.

4.2.19 The proposed Skills & Employment Board aims to:

- Develop a Greater Brighton Skills and Employment Plan aligned to Coast to Capital LEPs Local Skills Strategy;
- Work with FE colleges, training providers and 6th Forms to ensure there is a stronger match between the aspirations and skills of young people entering workforce and the needs of employers;
- Explore new ways to encourage direct employer links with schools as a way of inspiring and informing young people, using the LEP and the Greater Brighton Skills & Employment Partnership to facilitate this engagement;
- Work with the business community and FE providers to increase the number of apprenticeship and advanced apprenticeship places available, with clear progression routes into higher apprenticeship / higher education pathways. Better alignment of FE and HE work placements; and

<sup>27</sup> p8 HM Treasury and DWP (2001) *The Changing Welfare State: Employment Opportunity for All*, London: HM Treasury and DWP.

<sup>28</sup> *Helping workers to navigate in 'globalised' labour markets*, OECD Policy Brief, June 2005 and *OECD Labour Markets: A Mountain or a Molehill?* Chapter 1, OECD Economic Outlook 2005.

<sup>29</sup> IMF *World Economic Outlook 2007*

<sup>30</sup> quoted DfT (undated) *The Importance of Transport on Business' Location Decisions 91*

- Work with the universities to ensure a range of work placements and internships for graduates and undergraduates to ensure a higher proportion move into graduate level employment.

What would success look like in 2018?

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

4.2.20 Priority areas for intervention will include:

- Graduate & post graduate placement schemes
- Maintaining the competitiveness of the city as a University destination
- Meeting employer demand for skills – City Region Skills Escalator. A fully integrated skills and employment pathway for people to provide a range of upskilling opportunities through the job spectrum
- Retaining the Graduates
- Skills for the Low Carbon economy
- Local control over regional training contracts to provide bespoke training & skills programmes to meet business requirements.

4.2.21 The key indicators to measure success under this Objective will be the numbers of NVQ4+ qualified workers employed in the city and the rate of productivity.

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

4.2.22 Brighton has relatively low employment rates and despite having a high skilled workforce has a segment of its workforce that is low skilled. The secondary school attainment rate has increased in recent years, but there remains a segment of the workforce that is low-skilled.

4.2.23 The trend in the relationship between skills levels and inequality is relatively clear: pressures from globalisation and the closely associated process of technological change will erode the pay of the lowest skilled. Globalisation and technological change will drive underlying pressures on relative incomes. Unskilled people will find that labour demand falls, eroding their wage bargaining power. In developed economies, skills premiums will rise, and pressure on the incomes of the low-skilled will continue<sup>31 32</sup>

<sup>31</sup> Helping workers to navigate in 'globalised' labour markets, OECD Policy Brief, June 2005 and OECD Labour Markets: A Mountain or a Molehill? Chapter 1, OECD Economic Outlook 2005.

<sup>32</sup> Recent work from the International Monetary Fund attempts to separate the process of globalisation from technological change. It concludes that it is technological change, rather than the capital flows released by

- 4.2.24 Treasury research states that “A key economic driving force behind these trends [in worklessness] has been a striking shift in the employment and earnings prospects of workers with low skills.”<sup>33</sup> The collapse in demand for unskilled workers is not confined to Britain, but is common across the industrialised world.
- 4.2.25 The aim of this objective is to provide all residents with a foot on the employment ladder and ensure all Brighton residents are able to share in growth. Compared to a person with no skills, research has shown that Level 1 numeracy skills equate to a 2-3 percentage point improvement in the chance of being employed whilst Level 1 literacy can lead to a 10 percentage point higher probability of being employed<sup>34</sup>.
- 4.2.26 Clearly, though, training programmes on their own are not likely to be sufficient in overcoming equity problems. Research by the IES for DWP concluded that, “while training can be an important ingredient in any labour market programme designed to help low qualified people find work; it is unlikely to be successful on its own. It needs to be offered in combination with other measures such as support with finding jobs or job placements, perhaps more general career support and advice and, for women in particular, affordable and accessible childcare. Furthermore, the training does perhaps need to be more tailored to local labour market needs.”<sup>35</sup>
- 4.2.27 Research has identified the issues facing those young adults who are not in education, employment or training (NEET). NEETS are 20 times more likely to commit a crime and 22 times more likely to be a teenage mother. NEETS are estimated to cost the taxpayer an extra £100,000 over the course of their lifetime. As a result, one experienced commentator on this issue has argued that “the potential paybacks for really making a difference to this group exceed the payback you can get from almost any other area of public spending.”<sup>36</sup>
- 4.2.28 This is a particular issue for Brighton & Hove as research of the 53 largest towns and cities in the Great Britain has placed the city in the High NEET category, with more than 18% of young people aged 16-24 classified as NEET in 2009-10 compared to an average for urban GB of 16.1% - the city ranked 18th out of the 53 cities.
- 4.2.29 However, more recent figures for the 16-18 category show rapid improvement in the numbers of people classified as NEET and the figures for December 2012 compare favourably with the city’s statistical near neighbours, as shown in the table below. Figures for ‘unknowns’, i.e. the number of young people for whom it is not known whether they are in work, training or not in work, is below the 5% threshold considered for reliability of the NEET figure.

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globalisation, that generate inequalities. Effective use of technology requires a skilled workforce, worsening inequality by driving up the wages of the skilled relative to the unskilled. See IMF *World Economic Outlook* 2007

<sup>33</sup> p8 HM Treasury and DWP (2001) *The Changing Welfare State: Employment Opportunity for All*, London: HM Treasury and DWP.

<sup>34</sup> The returns to academic, vocational and basic skills in Britain, McIntosh, Dearden, Myck and Vignoles, (2000) *Skills Task Force Research Paper 20* – quoted in Leitch Review

<sup>35</sup> The impact of learning on unemployed, low qualified adults: a systematic review – Institute for Employment Research- Department for Work and Pensions Research Report No. 375

<sup>36</sup> [news.bbc.co.uk/1/hi/magazine/4158696.stm](http://news.bbc.co.uk/1/hi/magazine/4158696.stm). Geoff Mulgan became director of the Young Foundation in September 2004. Between 1997 and 2004 he had various roles in government including director of the Government’s Strategy Unit and head of policy in the Prime Minister’s office. He is credited with the discovery of NEETS as a distinct group

Table 4.1 Recent 16-18 NEET figures as compared to statistical neighbours

December 2012	16-18 NEET	16-18 Not knows
Brighton and Hove	6.7%	4.2%
Mean indicator for statistical neighbours	6.6%	7.0%

4.2.30 Across the City Region, the responsibilities of carers (of both children and adults) are a significant barrier preventing people from working. Accessing transport for work can also be problematic and effective City Region-wide travel planning can help to address this issue.

What would success look like in 2018?

- Ambition amongst educational providers has been raised to drive up attainment across the board;
- Schools and educational facilities have been improved and attainment raised to beyond the national average; and
- There is greater equity in the City, including fewer people living in poverty, support is available for people in accessing employment, such as those with caring responsibilities, the long-term unemployed, people with physical and mental health issues, and other people that currently experience discrimination.

4.2.31 Priority areas for intervention will include:

- Raising educational achievement through pioneer initiatives (e.g. maths because of the importance of the STEM subjects to high growth businesses)
- Engage employers with schools in shaping pathways to employment
- Enable those out of work to compete in the labour market by ensuring they have the necessary basic skills
- Regional employment travel to work planning & investment
- New affordable housing investment supporting working households
- A package of support for carers who want to work - ensuring the infrastructure is available to enable workers with caring responsibilities to access job opportunities.

4.2.32 The measures of success will include employment rates and indicators such as child poverty rates (as they are a good proxy for wider inequality in communities).

## **SO5 To establish a strong and influential Greater Brighton City Region**

4.2.33 This Strategic Objective is somewhat different in that it does not derive directly from the City's existing vision but rather is a recognition that the solutions do not lie exclusively within the city's boundaries. Brighton has a functional economic area that extends beyond its boundaries and that there is a need to grow the institutions to match. As demonstrated by

Cheshire and Magrini (2005), where administrative boundaries are smaller than the economic areas affected by any decision, economic development can suffer<sup>37</sup>.

- 4.2.34 Having the area function better as a city region will help. The BIS paper on Local Growth (2010) cites a, “recent study looking at agglomeration of cities in Great Britain suggests that a doubling in the working-age population within an area is associated with a 3.5 per cent increase in productivity in the area.”<sup>38</sup> But as the BIS report later notes, “Agglomeration is not simply a matter of size and urban density but of the economic roles and linkages between places.”<sup>39</sup>
- 4.2.35 Local authorities cannot do much, if anything, to
- Affect macro-economic environment, business regulation, carbon markets, higher education;
  - Pay for direct intervention (e.g. real-world projects or programmes) in the economy. The days of significant regeneration budgets are effectively over.
- 4.2.36 But local authorities can be genuinely effective if they
- Plan and regulate entrepreneurially: get the regulations they do control – particularly planning – to be genuinely business friendly, proactive, and pro-development
  - Use the new General Power of Competence entrepreneurially - engage in innovative activity to help stimulate growth by beginning to join up new revenue streams, powers and local assets, together with a more proactive, longer-term role in development. ‘The new General Power of Competence has the potential to create the space where innovative and proactive attitudes to these challenges could be rewarded – with those authorities who are prepared to accept a greater degree of risk or take a more long term stake in local developments, now able to do so more easily’.
  - Use new revenue streams entrepreneurially: Community Infrastructure Levy, New Homes Bonus, Housing Revenue Account
  - Lead and manage networks entrepreneurially: governance networks matter to growth, improving competitiveness is “a collaborative process involving multiple levels of government, companies [and] educational institutions...a large number of factors impact on competitiveness and hence only a broad coalition can hope to improve [it].”
- 4.2.37 The draft Brighton & Hove City Deal proposal<sup>40</sup> sets out a range of possible asks of Government with corresponding commitments from the City Region partners. Should the City Deal proceed, success will be dependent upon the adoption of an entrepreneurial approach as discussed above.

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<sup>37</sup> Cheshire, P. and Magrini, S. (2005). European Urban Growth: throwing some economic light into the black box. Paper presented to 45th European Regional Science Association Congress, Amsterdam <http://ideas.repec.org/p/wiw/wiwsa/ersa05p13.html>

<sup>38</sup> Puga, D, (2010) The Magnitude and Causes of Agglomeration Economies. Journal of Regional Science. 50(1): 203-219 <http://onlinelibrary.wiley.com/doi/10.1111/j.1467-9787.2009.00657.x/full>

<sup>39</sup> Understanding Local Growth – BIS (2010)

<sup>40</sup> Greater Brighton City Deal, Policy Proposal Paper, draft May 2013.

What would success look like?

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

4.2.38 Priority areas for intervention will include:

- Delivery of the key strategic sites in public sector ownership
- Consolidate City Region leadership governance & Investment Board
- Devise & implement a £ multi-million, 10 year City Region investment programme
- Devise & implement a City Region business growth & investment communications strategy
- Define distinct spatial roles for the component parts of the Greater Brighton City Region

4.2.39 Success will be measured by effective co-operation with neighbouring authorities; having clearly defined spatial roles within the city region and by the establishment of a City Region Investment Programme.

## 5 Developing the action plan

5.1.1 Consistent with the Greater Brighton City Deal proposal, this strategy identifies the environmental industries sector and the goal of creating a more sustainable city through the use of smart technology, as keys to success. This approach is informed by lessons from the study of comparator cities Freiburg, Graz and Montpellier, where a strong sectoral focus has enabled public, private, and research partners to be brought together with clear goals, shared governance, dedicated development agencies, and programmes focussed on delivery.

5.1.2 The experience from Graz also suggests making optimal use of existing infrastructure, production assets, research capacity and sectoral networks, rather than committing to the creation of new resources from scratch. This can also enable different locations and settlements to gradually develop specialised roles in building the capacity of the environmental industries sector in the city-region as a whole. All three comparator cities have built this specialist sectoral capacity by concentrating new high-tech facilities and support services in a particular location or development.

5.1.3 It is critical to identify those aspects that have the potential to support transformational change in the city economy, and concentrate efforts here. For Montpellier, this involved providing a platform for sector-specific events by using the city's existing conference and trade-show facilities – much as the Eco Technology show is attempting to showcase and drive growth in the sector in Brighton. For Freiburg, it meant providing a modest amount of seed capital to establish a city-regional prize fund to showcase success and innovation of existing local enterprises. For Graz, it meant using the city and city-region as a demonstrator project for locally-developed technologies and applications by modifying procurement policies, development existing assets and extending joint ventures.

5.1.4 However there is no-one 'silver bullet' which will deliver this success. Rather the action plan seeks to deliver on the strategic objectives of the strategy through a range of improvements which in aggregate add up to a winning transformation - what Sir Dave Brailsford, Director of British Cycling, has termed the 'aggregation of marginal gains':

*"... small improvements in a number of different aspects of what we do can have a huge impact to the overall performance."<sup>41</sup>*

5.1.5 Many of the initiatives necessary to achieve these often small but in aggregate transformational improvements are already in place. They are set out in a range of existing strategy documents such as the City Employment & Skills Plan and the Sustainability Action Plan.

5.1.6 The actions set out in this refresh of the City's Economic Strategy also respond to the austerity agenda and the reduced availability of public (and private) sector funding. They therefore focus upon a more limited series of actions or projects and in particular a small set of project proposals which could be genuinely transformational for the City's economy. A range of possible existing and new project ideas was discussed and considered by the client and consultancy team, as set out in the table below.

<sup>41</sup> <http://www.youtube.com/watch?v=uCXz2EAVwd0>



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



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



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



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

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



## 5.2 Prioritising a short list

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

- Fit with strategic objectives including sustainable development and the *One Planet Living* Framework;
- Desired focus on ‘transformational’ projects not already being taken forward;
- Outputs and outcomes;
- Potential funding sources, leverage of private sector investment and value for money.

5.2.2 The following table sets out brief details of each of the projects in the long-list. The prioritisation matrix detailing the scoring of projects is at Appendix D. There is also detailed proforma at Appendix E setting out the proposed scope of the above shortlisted projects, deliverables, outputs and outcomes, funding (including potential leverage) and fit against strategic objectives, including the One Planet Living principles.

Table 5.1: Final Shortlisted Projects

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

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

PBA / Bioregional Consultancy Team

June 2013

# Appendix A Summary of key policy documents

## Coast to Capital LEP

The Coast to Capital's Strategy for Growth was published in July 2012. It has two strategic objectives:

- To increase levels of enterprise and entrepreneurship
- To increase levels of business internationalisation

The strategic vision and objectives of the LEP are summarised in the following diagram:

### Creating the right conditions for growth

To make Coast to Capital an economy with credible claims to be a global business area, we need to address factors affecting the environment and conditions for business and growth. Our approach will involve:

- **Place:** creating the right conditions for growth.
- **Enterprise & international:** focusing on those aspects which underpin key strategic objectives.
- Fostering the best possible **physical & fiscal** conditions.
- Addressing common challenges:
  - **planning, investment and development**
  - **finance, infrastructure**
  - **availability/access to suitable land**
  - **skills and people issues**

### Summary

The diagram opposite summarises our strategic vision and objectives:



The City's economy fits well with the LEP's approach for high growth which is focused upon the following sectors:

- Health and life sciences
- Creative, Digital and IT
- Advanced Engineering

- Financial and Business services
- Environmental Technologies

Of these sectors, only advanced engineering is not significant within the City – although there is a growing cluster within the functional economic area related to Ricardo at Shoreham.

### **Sustainable Community Strategy**

The Brighton & Hove Strategic Partnership's Sustainable Community Strategy sets out the overarching vision and policy direction under which all other local strategies should fall. Refreshed in 2010, it states the following:

#### **The vision for the city**

The vision is for Brighton & Hove to be City of Opportunity. It is a city where opportunities are provided for our residents to improve their lives, for our children to excel and a place for business to thrive. It is a place that provides these opportunities in a sustainable and inclusive way that reduces inequality and protects the environment.

Promoting Enterprise and Learning is the first Priority Area set out in the Strategy and the Vision is for:

*A vibrant, socially and culturally diverse place with a wide range of job opportunities supported by accessible child care. A city that supports businesses to grow, encourages investment, innovation and a healthy and sustainable economy, and actively promotes learning and training opportunities for people of all ages.*

The SCS places a strong emphasis on supporting social enterprise, promoting, what it describes as the city's "established strengths in decarbonised industries", and exploiting "the growth potential of sustainable/environmental industries in the city". It sets out aims to support the growth of the creative industries, with particular reference to digital media and gaming; to brand the city as an "exceptional business tourism destination"; to encourage large employers to develop workplace learning plans; to develop bespoke apprenticeships, internships, volunteer and work placement schemes for key sectors; to use Section 106 agreements to improve opportunities for local people; and to introduce 17 new Diploma qualifications for 14-19 year olds.

### **Economic Strategy 2008-16**

The Brighton & Hove Economic Strategy 2008-16 was the forerunner of this Strategy. It was published by the B&H Economic Partnership in 2009 - hence the desire to refresh it for the current policy and public sector funding environment. Nonetheless, many of the objectives within it are still relevant to today and have been carried through into this refresh. These include support to sectors such as digital/creative, addressing skills gaps and improving school performance and addressing areas of weakness in the physical fabric and infrastructure of the City including poor housing stock and office accommodation, traffic congestion and the public realm.

#### **City Deal**

The emerging City Region was invited to submit an expression of interest under the Government's Wave 2 City Deal initiative. At the time of writing, the initial EoI is being worked up into a full proposal for Government to consider, with submission required by the end of June 2013.



Key partners in the Greater Brighton City Deal proposal are:

- Brighton & Hove City Council, Lewes District Council, Adur District Council, Mid Sussex District Council, Worthing Borough Council
- Coast to Capital Local Enterprise Partnership (LEP)
- University of Brighton, University of Sussex
- Local Business Partnerships and key local businesses, including Ricardo, EON, EDF, American Express

The City Deal aims to:

- Forge stronger links between our universities and teaching institutions with the eco tech business growth sector to drive investment in the locality, exploit growth export markets and raise local productivity;
- Improve the quantity, quality and access to modern business premises particularly for the SMEs seeking modern and managed move on space at affordable terms;
- Deliver more locally tailored, sustained and integrated business advice and access to investment support.
- Working with national programme providers and using existing infrastructure and business networks (e.g. Wired Sussex), to actively raise the success potential of SMEs locating in the city region;
- Work closely with the LEPs, UKTI and our universities to successfully access growth export markets;
- Leverage private and available public sector investment within an integrated local investment board programme addressing city infrastructure, business support and supply chain development, employment and skills development and housing.

### **Inward Investment Prospectus**

The Brighton for Business inward investment prospectus was launched in the form of a website in autumn 2012. It seeks to capitalise on the City's economic assets, its workforce skills and quality of life in the City which led to it being identified by the Local Futures Group (December 2012) as the third most attractive local authority area in the country for business investment.

### **Employment & Skills Plan**

The City Employment & Skills Plan, Better skills, better jobs, better lives 2011-14 sets the target of creating 6000 new jobs by 2014 through increased internationalisation and entrepreneurship (including the social enterprise sector) as well as ensuring that all local residents are equipped to compete for jobs in the city's labour market.

## **Brighton & Hove Strategy for the Visitor Economy (2008-2018)**

The refreshed strategy sees tourism as making a “significant contribution to improving the quality of life for local people”, with the potential to act as a “catalyst for improving the environment” It highlights the need for staff training, to work with the FE and HE sectors to develop skills to address “the lack of local skilled labour to support the tourism sector” and to develop a business-to-business mentoring system.

## **Brighton & Hove City Council Cultural Strategy (2009)**

The Cultural Strategy reflects the high value placed upon culture by the City which both helps to define its identity, underpin its economy and boost its wellbeing. The strategy identifies “a unique Brighton & Hove spirit of creativity, open-mindedness and free spiritedness”. A number of actions for the economy are set out, as follows:

- Continue to invest in cultural provision for the city; maintaining and developing the quality, freshness and uniqueness of the content
- Prioritise support to the creative industries sector; encouraging workspace expansion, including it in both mixed use schemes and as planning gain
- Develop the sustainable tourism charter hotel initiative
- Highlight the role of culture in relevant investment strategies such as the Economic Strategy
- Work with partners to develop new initiatives for the city’s cultural calendar such as the Book and the Rose
- Develop the destination marketing activity to generate an increase in the £408m tourism impact

## **Brighton & Hove City Council Corporate Plan 2011-15 and Medium Term Financial Strategy (MTFS)**

The Corporate Plan sets out Brighton & Hove City Council’s strategic direction and priorities for the next four years. It describes how the council will help to deliver the vision of the City’s Sustainable Community Strategy, by improving council services and through closer working with residents, businesses and community and voluntary organisations.

The Plan has four priorities:

- Tackling inequality
- Creating a more sustainable city
- Engaging people who live and work in the city
- Modernising the council

The Plan further supports the sectoral focus on environmental technologies and services, as well as digital and creative and the visitor economy in general and eco-tourism in particular.

The Council will integrate its service and financial planning on the basis of need ensuring cost effective outcomes. The MTFS sets out in more detail what the council will do and what it aims to achieve.

The budget principles applied to the current budget strategy have been designed to support the council’s Corporate Plan priorities as far as possible within resource constraints, including:

- An intention to raise council tax by 2% in order to protect as far as possible services for the most vulnerable
- Providing resources to enable a fair and low income council tax reduction scheme that has taken full account of equalities considerations alongside resources to support financial inclusion, discretionary funds and a Local Discretionary Social Fund
- Regard for the new Government incentive from April 2013 to grow the local economy implementing appropriate strategies to encourage economic growth and new jobs working closely with the Coast to Capital Local Enterprise Partnership and neighbouring local authorities
- Prioritising service and resources, through service pressure funding, for the young, elderly and vulnerable to continue to tackle inequality
- Promoting efficient use of public money and sustainable use of resources through support for key programme e.g. value for money projects
- Continuing to support partnership working with public, private and third sector organisations to ensure effective engagement of people and partnerships across the city
- Ensuring all services continually review their assets to determine any that are surplus to requirements which can be disposed of in order to meet the council's other corporate capital investment priorities and reduce its carbon footprint

## **Brighton & Hove City Plan & Employment Land Supply study report**

The draft City Plan (Part 1) was agreed by the City Council in January 2013 and following final publication consultation during February and April 2013 was submitted to the Secretary of State for independent examination, expected September 2013. Once adopted the City Plan will be a key delivery mechanism for a wide range of city wide strategies and council priorities. The Plan sets out a vision and objectives for the development and growth of Brighton & Hove up to 2030; identifies broad locations for development and allocates strategic sites and employment sites.

The Vision for the City's economy set out in the submission City Plan, February 2013, is as follows:

*“By 2030, Brighton & Hove will have a resilient local economy with sufficient jobs at all levels. Local residents will have the skills to enable them to progress through the labour market and earn incomes to help them live successfully within the city. New housing will be provided, of different types and tenures and in suitable locations to match a range of requirements and lifetime needs.*

- *Brighton & Hove will play a full role in the economic growth and development of the South East region, through a coordinated partnership approach with neighbouring authorities and the Local Enterprise Partnership.*
- *The economic performance of the city will continue to improve and the city's long-term unemployment rate will have fallen with an increase in employment rates.*
- *Sustainable economic growth will be achieved by ensuring a range of suitable employment sites and premises; supporting the city's key and growing employment sectors with a well-trained and suitably skilled local workforce and by securing training and support for local entrepreneurs and start-up businesses.*

- *Significant new development will be directed to areas of the city with good sustainable transport links and to those areas in need of regeneration and renewal.*
- *New housing will be delivered to help meet housing demand and need. This will help achieve more sustainable communities with a range of housing types and tenures, including family homes and homes to match lifetime needs.*
- *To be England's favourite 'Creative City' through an expanded base and support for the arts and creative industries across the city, drawing on the local workforce, and a thriving creative and cultural quarter in the city centre.*
- *To be one of Europe's best meeting destinations and the city's tourism industry will have grown significantly but sustainably into a year-round profitable business.*
- *To be a world class cultural and heritage offer with a strong connection to the character of Brighton & Hove providing the best for residents and tourists."*

Furthermore, " ... by 2030 the city will have made significant progress towards becoming a resource efficient, Zero Carbon City and a city that is adapting well to climate change."

The City Plan proposes eight Development Areas across the city to accommodate significant amount of new development over the plan period (to 2030). Within these development areas, local priorities for future development and change are set out and strategic allocations are identified. Strategic Allocations are sites whose regeneration/ redevelopment area considered critical to the overall delivery of housing and employment growth over the plan period. The focus for the City Plan is on ensuring the appropriate mix and type of employment floorspace is a principal element of all regeneration, development and renewal projects within the city.

For example:

**DA3 Lewes Road** – supports the academic corridor with the identification of Preston Barracks and nearby University of Brighton sites as a significant opportunity for high quality employment, training and academic floorspace as well as housing and student accommodation.

**DA4 New England Quarter and London Road area** – proposals and allocations to bring forward c.20,000 sq m of office floorspace and recognises and safeguards the CDIT hub at New England House.

**DA7 Toads Hole Valley** – mixed use sustainable development that will provide significant family and affordable housing, modern office space and a new school to meet the future needs of the city.

**DA8 Shoreham Harbour** – strategy for the comprehensive regeneration of Shoreham Harbour and the potential for employment and housing development at South Portslade Industrial Estate and Aldrington Basin to be delivered through a joint area action plan with Adur District Council, West Sussex County Council.

The City Plan also sets out city wide policies to support an attractive and sustainable city with healthy and balanced communities.

As part of the evidence base for the City Plan, the City Council has commissioned (2012) a review of its Employment Land Study. The study found that demand for office space remains strong particularly for small units in Central Brighton and the station / Queens Road area. The significant lack of delivery of office space in the last 10 years is constraining future office activity in the City.

The Employment Land Study Review 2012 recommended that the City Plan be guided by forecast growth requirements of 112,240 sq m of office floorspace (B1a, B1b) to 2030 and 43,430 sq m of industrial floorspace (B1c, B2 and B8) over the plan period. The council's approach to employment land policy should aim to at least fully meet its employment space needs over the Plan period so that the economy is not unduly constrained. The City Plan therefore indicates that unmet employment land needs (c.34,000 sq of industrial floorspace and c. 21,000 – 26,000 sq m of office space) will need to be addressed through further allocations in the City Plan part 2.

The Study further recommended:

- A need to prepare a delivery trajectory for the Plan period identifying a realistic delivery pipeline of employment sites over the short, medium and long-term.
- That opportunities are taken to maximise the delivery of small-scale, managed, affordable workspace.

## City Deal Prospectus

The wider City Region (BHCC and partners in its functional economic area) have collaborated in the submission of a Prospectus to Government for the second tranche of City Deals. The broad approach to be developed if the bid is successful is as follows:

*“... to marry talent within creative and digital media and environmental technology sectors to accelerate business growth, creating an international reputation for an ‘eco-tech’ economy in the city region and the South East.”*

Business growth depends on a more coordinated approach to development sites across the city region, delivering up to date business premises and affordable housing, and meeting the highest sustainable building standards which will in turn support a growing eco-tech industry

Using space more effectively across the city region depends on reviving transport systems to move people and products within the region and export internationally, complemented by the best use of not only infrastructure but technology.”

## Neighbouring authority strategies

The establishment of the C2C LEP and the recent City Deal process has galvanised collaboration across the Greater Brighton City Region – as defined by the functional economic area. The Duty to Co-operate on spatial planning matters will no doubt drive this collaboration further. The following local authorities can be considered to be part of the City Region and their relevant headline strategic objectives are set out below:

## Lewes District Council (LDC)

The regeneration of the port and town of Newhaven is the main priority for Lewes DC. Newhaven is one of two ports (with Shoreham) in Brighton's functional economic area and housing market, and there are strong synergies to be gained from closer working between these areas – in terms of the transportation role of the port, ancillary activities (including use related to renewable energies particularly offshore wind) as well as residential and lower value commercial development. LDC joined the Coast to Capital LEP after its initial formation (it is also a member of the South East LEP) to benefit from the opportunities afforded by closer working and is an active participant in the emerging City Region governance structure.

## East Sussex County Council (ESCC)

ESCC's recently (2012) published Economic Development Strategy identifies a polarisation between the more deprived parts of the County, particularly the coastal towns (including Newhaven) and the rest of East Sussex. The EDS aims to address this with a vision that *"By 2021, East Sussex will have a stronger, more resilient, inclusive and balanced economy, built on an expanded private sector base in a county recognised for its distinctive character and excellent connectivity."* A number of strategic priorities have been put in place to deliver this Vision.

- **Strategic Priority 1:** Create the right environment to attract new businesses, retain existing ones and foster enterprise, job creation and innovation - encouraging and supporting entrepreneurship, business growth and R&D activities;
- **Strategic Priority 2:** Enhance the skills base – raise aspirations, help tackle worklessness and exclusion by raising aspirations, including entrepreneurship, and skills as a barrier to work/vocational progression;
- **Strategic Priority 3:** Improve connectivity - rail, road and broadband connectivity and speed improvements are critical for East Sussex to take advantage of its privileged location;
- **Strategic Priority 4:** Upgrade the provision of commercial premises - ensure workspace is sufficient, appropriate, sustainable and flexible for business needs, contributing to attracting and retaining businesses and jobs;
- **Strategic Priority 5:** Improve housing choice and availability;
- **Strategic Priority 6:** Move towards a low carbon economy; and
- **Strategic Priority 7:** Build the East Sussex visitor profile – its identity, and enhance the quality of offer to become a key destination for visitors.

## South Downs National Park Authority (SDNPA)

The SDNP was created in April 2011. As England's newest National Park it is in the process of developing its management plan and core strategy, but in common with all National Park Authorities, the SDNPA has a statutory duty to "...work in partnership to foster the social and economic well-being of local communities with the National Park." Of particular relevance to the B&HES will be the management of the area closest to the City and measures to promote diversification of the rural economy. The SDNPA is also contributing to the development of the Coast to Capital LEP growth plan.

## Adur and Worthing District Councils (A&WDCs)

A joint regeneration team for A&WDCs was created in 2010. An Economic Plan is being developed and consultation is expected imminently. Initially the focus was on the delivery of the [Masterplan for Worthing](#), which had a purely town centre and seafront focus and the implementation of the [Masterplan for Shoreham - Shoreham Renaissance](#), which had a purely town centre and seafront focus and the implementation of the Masterplan for Shoreham - Shoreham Renaissance. Regeneration now encompasses a much wider range of issues which all contribute to the physical and social regeneration of the area including strategic projects, business development and tourism.

A joint Area Action Plan is being developed with between BHCC, Adur District Council and West Sussex County Council that will set out a comprehensive, deliverable plan for the future revitalisation of Shoreham Harbour.

### **Mid Sussex District Council**

The Mid Sussex DC Economic Development Strategy was refreshed in March 2013. It sets out an action plan of sets out 18 specific actions to be taken by the Council by March 2015 within four strategic objectives which are as follows:

#### **Objective i) – Supporting the Economy**

Facilitating the development of additional and better quality business space in Mid Sussex; delivering starter units at Bridge Road; and supporting the revitalisation of our town centres

#### **Objective ii) – Improving self-sufficiency**

Delivering the District Plan economic policies including the allocation of the strategic employment site at Burgess Hill

#### **Objective iii) – The ‘Whole Council Approach’**

Providing support and advice to businesses on meeting regulations (such as licensing, planning and building control); paying invoices quickly; and procuring services with local small and medium sized enterprises where practical to do so

#### **Objective iv) – Engaging with wider partnerships**

Working through the Gatwick Diamond Initiative to develop a workforce with the right skills to meet business needs; and working with West Sussex County Council and other partners to provide support and incentives to those currently dependant on benefits to find work and/or increase their earning potential (linked to changes to Council Tax Support Scheme)

### **West Sussex County Council (WSCC)**

WSCC has recently published its Economic Strategy 2012-20, Supporting Economic Growth in West Sussex. This sets as a vision:

*An economy with a thriving entrepreneurial culture that actively supports and promotes sustainable living and working communities and makes the most of its natural, physical and human capital assets; and which attracts, retains and grows well connected businesses that are staffed by a highly skilled and motivated workforce, producing high value goods and services.*

To deliver this vision it identifies seven strategic priorities:

- **Strategic Priority 1:** Promote West Sussex as a First Class Business Location
- **Strategic Priority 2:** Understand and respond to the needs of established businesses and support people to start and grow successful enterprises
- **Strategic Priority 3:** Adapt and respond to new funding conditions and opportunities to ensure that West Sussex secures investment to support its economic development priorities
- **Strategic Priority 4:** Deliver the transport and communications infrastructure that businesses and residents need
- **Strategic Priority 5:** Make best use of land and property to support a robust and sustainable economy
- **Strategic Priority 6:** Support the creation of a range of jobs that enable people to participate in the labour market in a way that best reflects their needs at different life stages
- **Strategic Priority 7:** Support local people to acquire the skills that the economy needs



## Appendix B Recommendations of Sarkozy Commission

**Recommendation 1:** When evaluating material well-being, look at income and consumption rather than production

**Recommendation 2:** Emphasise the household perspective

**Recommendation 3:** Consider income and consumption jointly with wealth

**Recommendation 4:** Give more prominence to the distribution of income, consumption and wealth

**Recommendation 5:** Broaden income measures to non-market activities

**Recommendation 6:** Quality of life depends on people's objective conditions and capabilities. Steps should be taken to improve measures of people's health, education, personal activities and environmental conditions. In particular, substantial effort should be devoted to developing and implementing robust, reliable measures of social connections, political voice, and insecurity that can be shown to predict life satisfaction.

**Recommendation 7:** Quality-of-life indicators in all the dimensions covered should assess inequalities in a comprehensive way

**Recommendation 8:** Surveys should be designed to assess the links between various quality-of-life domains for each person, and this information should be used when designing policies in various fields

**Recommendation 9:** Statistical offices should provide the information needed to aggregate across quality-of-life dimensions, allowing the construction of different indexes.

**Recommendation 10:** Measures of both objective and subjective well-being provide key information about people's quality of life. Statistical offices should incorporate questions to capture people's life evaluations, hedonic experiences and priorities in their own survey.

**Recommendation 11:** Sustainability assessment requires a well-identified dashboard of indicators. The distinctive feature of the components of this dashboard should be that they are interpretable as variations of some underlying "stocks". A monetary index of sustainability has its place in such a dashboard but, under the current state of the art, it should remain essentially focused on economic aspects of sustainability.

**Recommendation 12:** The environmental aspects of sustainability deserve a separate follow-up based on a well-chosen set of physical indicators. In particular there is a need for a clear indicator of our proximity to dangerous levels of environmental damage (such as associated with climate change or the depletion of fishingstocks.)

## Appendix C Benchmarking local economic development

For the purposes of this study, it is useful to clarify what economic success could look like for Brighton & Hove. We can do this by identifying cities comparable in terms of size, economy and character, whose local economic development strategy Brighton & Hove can reasonably aspire to emulate in the medium term – particularly in ‘Eco-tech’ related sectors. By focussing this search on European cities, we can also identify potential future partnership opportunities for knowledge exchange and joint funding bids. Such benchmarking should be considered indicative rather than definitive, as Brighton & Hove’s distinctiveness makes direct comparisons difficult: it is a seaside city much more than a port city; a regional centre but not an administrative capital; an economic centre driven more by SMEs than by major employers, etc.

### Criteria for selection

To enable reasonable and useful comparison, each potential comparator city should have the following characteristics:

- Primary urban centre in a small city-region (i.e. not part of an extended conurbation);
- High quality of life, particularly in terms of access to natural landscape resources (e.g. sea, mountains, etc.);
- Distinctive identity, particularly in terms of culture, character, and way-of-life;
- Service sectors dominant in the local economy, e.g. tourism, creative sector, ICT, etc.; and
- Strong local universities and research institutes, with identified specialisms and spin-offs.

### Data sources

This analysis draws on two major international sources of comparative socio-economic data on cities – the European Union (via Eurostat) and the Organisation for Economic Cooperation and Development (OECD). Eurostat provides detailed comparative data for metropolitan agglomerations in the MetroReg 42 dataset, with further labour market and quality of life data available for cities in the Urban Audit<sup>43</sup> dataset. While both of these datasets cover urban areas of a size appropriate for this study, there are particular methodological difficulties in comparing data on many smaller English cities with their counterparts elsewhere in Europe. In the MetroReg category, data on the city of Brighton & Hove is available however data on most comparable cities usually includes their various suburbs and conurbations, and sometimes also their city-regions. In the Urban Audit category, no data on either Brighton & Hove or the city-region is available.

The OECD has developed ‘a new methodology for defining urban areas as functional economic places in a consistent way across countries’ in its Metropolitan Areas<sup>44</sup> dataset. This provides more refined comparative data on more than 1,000 urban areas with a population greater than 50,000 in the 28 OECD countries. Again, however, while this dataset covers urban areas of a size appropriate for this study, there is no data available in a disaggregated form for either Brighton & Hove or the city-region specifically.

<sup>42</sup> MetroReg areas are defined as NUTS 3 Regions or combinations of NUTS 3 Regions.  
[http://epp.eurostat.ec.europa.eu/portal/page/portal/region\\_cities/metropolitan\\_regions](http://epp.eurostat.ec.europa.eu/portal/page/portal/region_cities/metropolitan_regions)

<sup>43</sup> For further detail see [http://epp.eurostat.ec.europa.eu/portal/page/portal/region\\_cities/city\\_urban](http://epp.eurostat.ec.europa.eu/portal/page/portal/region_cities/city_urban)

<sup>44</sup> OECD (2012) Redefining "Urban": A New Way to Measure Metropolitan Areas.  
<http://www.oecd.org/regional/redefiningurbananewwaytomeasuremetropolitanareas.htm>

## Methodology for selection

This study is therefore cautious and selective when drawing on this comparative data, and used the following methodology:

- The population and area of both Brighton & Hove city and the Brighton city-region were estimated through ONS population estimates;
- City-regions of comparable size were identified from the various databases, and filtered by a general websearch for those with a similar macroeconomic background (i.e. Western Europe), strong local economic performance, and range of economic sectors (i.e. predominantly service sectors and particularly Eco-tech); and
- A final selection was made which combined a qualitative judgement of cities whose identity is sufficiently distinctive to compare with Brighton & Hove, with a spread of cities from different jurisdictions.

**Table C.1 Population and area of Brighton & Hove and Brighton City-Region**

Unitary Authority	District/Borough	Population	Area sqkm	Density pop/s qkm
Brighton & Hove		<b>273,000</b>	<b>87.54</b>	<b>3,118.6</b>
<b>West Sussex</b>	Adur	61,300	41.80	
	Worthing	105,000	32.48	
	Mid-Sussex	140,200	334.02	
<b>East Sussex</b>	Lewes	97,600	292.00	
Brighton City-Region		<b>677,100</b>	<b>787.84</b>	<b>859.4</b>

(Source: ONS 2011 Population Estimates)

## Selected cities

Using the above methodology, three cities were selected: Freiburg (Germany), Graz (Austria), and Montpellier (France). Each is profiled in turn on the following pages. As noted in Table C1, the OECD dataset identifies the functional economic area of each of these cities as of comparable size to Brighton. However the more detailed MetroReg time series and Urban Audit dataset both use different catchments. Hence comparative data is only used selectively where 'city' or 'city-region' catchments are broadly comparable.



## Freiburg: ‘Green City, BioTech Region’

	OECD (2008) <sup>45</sup>	MetroReg (2008) <sup>46</sup>
<b>Population City-Region</b>	529,703	633,799
<b>GDP per capita at current market prices</b>	£20,634	£22,016
<b>GDP growth (annual average 2000-2008)</b>	1.37%	1.53%
<b>GVA per capita at basic prices</b>	–	£19,812
<b>GVA growth (annual average 2000-2008)</b>	–	2.11%

Freiburg is a university city located in the Black Forest in southwest Germany, at the heart of the wine-growing region of which it is administrative capital. It has a strong reputation as a pioneer of sustainable urban development, both in terms of city planning policy and procurement, urban extension and regeneration practice, and technical know-how. It has developed its research capacities to support an economic base in hi-tech environmental engineering and biomedical services. It enjoys the warmest and sunniest climate in Germany, and is a significant centre for leisure and professional tourism.

Freiburg provides a good ‘fit’ for Brighton in terms of Urban Audit data on the core city, which indicates:

- High and rising proportion of working age population with third level qualifications (rising from 21.2% in 1999-02 to 34.5% in 2007-09);
- High and rising rate of part-time employment (rising from 20% in 1989-93 to 39.2% in 2007-09);
- Moderate and consistent rate of self-employment (11-9% in period 1989-2009);
- Moderate and consistent rate of unemployment (6.0-8.5% in period 1994-2009);

## Economic sectors and institutions

### Microtechnology

Microtechnology involves measurement, control, remote sensing, and automation systems. More than 30 percent of Germany’s microsystems technology and business is located in the transregional ‘MicroTEC Southwest’ cluster between Karlsruhe, Stuttgart and Freiburg. With more than 30 academic departments and more than 600 academic staff in the Freiburg region, the city-region is home to one of the largest collection of researchers in microsystems technology in Europe. Major employers include Endress + Hauser, Micronas, SICK and TESTO, as well as SMEs. This is complemented and strengthened by a first class environment with other scientific disciplines, such as nanotechnology, medical, engineering, manufacturing technology and life sciences.

### IT, media and computer science

Freiburg is a regional and national media centre, with several large and many small publishers, a prestigious daily newspaper, and several radio stations. There is also an emerging IT and multimedia

<sup>45</sup> Based on exchange rate of \$1=£0.57 (Source: IRS <http://www.irs.gov/Individuals/International-Taxpayers/Yearly-Average-Currency-Exchange-Rates>)

<sup>46</sup> Based on exchange rate of €1=£0.89094 (Source: ECB [http://sdw.ecb.europa.eu/quickview.do?SERIES\\_KEY=120.EXR.A.GBP.EUR.SP00.A](http://sdw.ecb.europa.eu/quickview.do?SERIES_KEY=120.EXR.A.GBP.EUR.SP00.A))

sector with software development, electronic commerce and web design, supported by 'Medienforum Freiburg', a development partnership between the city of Freiburg, the University of Freiburg, the University of Applied Sciences and local media representatives. Its purpose is to develop a regional cooperation and competence network, linking IT suppliers and users, and other SME support.

## **Environmental Engineering and Services**

Freiburg has a high profile in environmental engineering (in particular solar technology) and sustainable development, through decades of partnership between city government, academia and the private sector. 'SolarRegion Freiburg' is a long term development programme which has resulted in multiple benefits for both the environment and the local economy since 1986. The local Fraunhofer Institute for Solar Energy Technologies is the largest solar energy research institute in Europe, with over 1,200 staff investigating scientific and technological fundamentals for solar energy applications, through the development of production technology and prototypes, to the construction of demonstration systems. The city government's local planning regulations and public procurement policies have stimulated local production of PV and other solar technologies.

The 'Green City Cluster' development agency creates cross-sector links between companies and institutions in environmental engineering and solar energy. Through its activities, the cluster acts as a platform for collaborations in the research and development of innovative products and assists in positioning the region's products and services in the markets of the future.

## **Tourism, Conferences and Professional visits**

Annually, Freiburg welcomes more than a million overnight visitors and more than ten million day-visitors. At the Freiburg exhibition centre, more than half a million people attend around 35 trade fairs, exhibitions, concerts, TV programmes and other events. In addition around 25,000 people from all over the world make professional visits to learn about the 'Freiburg model' of sustainable development – students, educators, city planners, architects, engineers, entrepreneurs, investors, contractors and energy service providers, as well as high-level international political representatives and business delegations.

## **Case Study: Biotechnology**

Freiburg is home to number of Germany's leading clinical and biotechnological research facilities including the University Hospital (one of the largest in Germany), the University of Freiburg, and over 40 research institutes including the Max Planck Institute for Immunobiology and the Tumour Biology Centre. Despite the city's relatively small production capacity in the biotechnology sector, it has developed institutional arrangements to link its outstanding research capabilities to the significant production and development capacity in neighbouring cities and regions. In this way it has developed local expertise in knowledge transfer and stimulated local economic development in the sector. The institutional arrangements involve a range of transnational, regional, city-regional, and local projects as follows.

## **Trans-national project: BioValley Life Sciences network**

Straddling the border areas of Germany, France and Switzerland, the tri-national BioValley Life Sciences network 'bundles' the industrial, research and institutional resources of Freiburg and Karlsruhe (D), Basel (CH) and Strasbourg (F) to create a transnational region at the heart of the European single market. Supported since 1997 by the EU INTERREG Program for the Upper Rhine, BioValley provides a range of services including:

- Matchmaking commercial, academic and scientific partners and their respective products, research and technologies;
- Promoting network partnerships directly and at national and international Life Sciences fairs;
- Networking through a regular events programme, for example giving a chosen company (from SMEs to major pharmaceutical concerns) or academic researcher group the possibility to present their company, work or competences in front of an audience of around 20 – 70 people; and
- Supporting the cross-border "Biotechnology" programme between the universities of Basel, Freiburg, Karlsruhe and Strasbourg.
- BioValley also markets the transnational region externally as combining a great quality of life with excellent locational advantages for biotech businesses including:
- Highly-skilled cosmopolitan workforce of 50,000 qualified employees, including 15,000 scientists;
- 600 Pharmaceutical and MedTech companies covering the whole value chain for pharmaceuticals and medical devices, many of which are located in the area's 14 Technology Parks;
- 10 Universities and Academic Research Institutes, with 100,000 Students;

### **Regional project: BioRegio Freiburg & BioMed Freiburg Technology Foundation**

BioRegio Freiburg is a programme supported by the German federal government whose primary objective is to expand employment and enterprise in the biotechnology sector across the wider Freiburg region. It is a partner programme of the tri-national BioValley Life Sciences network. Again it positions the area as an attractive and dynamic region, offering a high quality of life and an excellent and varied company and research landscape. Its focus is particularly on biomedical innovation, which includes the areas of biotechnology, medical devices, pharmaceuticals, and gene therapy.

The programme is co-ordinated by the BioMed Freiburg Technology Foundation, a partnership of the city of Freiburg, the Technology Transfer Office of the University of Freiburg, local economic partnerships and regional banks. Its purpose is to promote applied research and their translation into commercial application. It provides the following services:

- Consultation and network management to start-up companies and company founders in the field of life sciences to assist with set-up in the region through contacts with investors, authorities, chambers of commerce, potential cooperation partners and partners in the BioValley network;
- Public relations and location marketing through national and international exhibitions, presentations and conferences; and
- Information exchange through close contact and discusses current developments at regular meetings with experts from industry and science and the BioRegions in Baden-Württemberg and Germany.

## **City-Regional project: Freiburg Innovation Prize**

An initiative of BioMed Freiburg and other partners, this annual €7.5k prize is awarded by an independent jury to SMEs in the local city-region only for exemplary and innovative achievements in the development of new products or processes with evidence of marketability (through existing or imminent commercial exploitation).

## **Local project: BioTechPark Freiburg**

BioTechPark Freiburg is managed and marketed by the BioMed Freiburg Technology Foundation as an ideal location for new and established companies engaged in biotechnology, microsystems technology, medicine technology, pharmacy and related fields. Admissions are overseen by a scientific advisory board. It is accommodated in three interconnected buildings providing:

- 30,000 m<sup>2</sup> of modern and functionally equipped offices, conference rooms and laboratories with complete technical infrastructure, with reasonable and graduated rent for a subsidised period of seven years, unlimited lease agreements and expansion possibilities at the same location;
- 4,000 m<sup>2</sup> of subsidised area for start-ups, with fully-equipped start-up laboratory with time- or project-specific rental terms;
- Business support services including finance, conceptual design, strategy, marketing, sales and contact with public agencies; and
- Liaison with the University of Freiburg and other research institutions of the Freiburg area, as well as urban and regional business development via the BioRegio and BioValley networks.



## Montpellier: ‘Mediterranean Technopole’

	OECD (2008) <sup>47</sup>	MetroReg (2008) <sup>48</sup>
<b>Population City-Region</b>	598,655	1,019,798
<b>GDP per capita at current market prices</b>	£17,328	£21,367
<b>GDP growth (annual average 2000-2008)</b>	3.35%	3.87%
<b>GVA per capita at basic prices</b>	–	£17,228
<b>GVA growth (annual average 2000-2008)</b>	–	4.91%

Montpellier is located less than 10km from the Mediterranean coast in south-central France, and is administrative capital of the Languedoc-Roussillon region. It has been the country’s fastest-growing city since 1990, and has benefitted from its strong regional policy which has concentrated investment in the city-region’s high-tech sectors – in particular the life sciences, appropriate to a city which claims the oldest medical school in the Western world. Strong city-regional government positions itself as a “one stop shop” for inward investment and a key partner for the business development and marketing of innovation. The city is ranked second in France for start-up companies, and markets itself as combining a high tech opportunity with a distinctively ‘Mediterranean’ quality of life.

The Urban Audit dataset is not comparable with Brighton & Hove.

## Economic sectors

### Agronomy

The food chain is a strong pillar of the city-regional economy with 1200 processors, and over 25,000 employees based around three core areas: grapes, grains and agricultural services. Firstly, the city-region is part of France’s the largest winegrowing region, Languedoc-Roussillon, accounting for nearly a third of the national production. Secondly, it is a major producer of durum wheat for the production of dry pasta and semolina. Thirdly, the agricultural services sector develops engineering, management and ICT solutions for agronomy. LRIA (Languedoc-Roussillon Agrifood Enterprises) brings together all the companies in the region on a joint platform.

### Digital Media and ICT

Montpellier city-region is home to major ICT employers including IBM, Dell, PC Soft Windev and Genesys Conferencing, and has one of the highest rates of employment growth in French edition software. A network of smaller SMEs is supported by a federated association (PixLR) and the international MIG ( Montpellier In Game ) trade fair (a four-day event now in its third year). The city-region also specialises in robotics, lasers, sensors and microelectronics, supported by a network of research institutes and sectoral agencies.

### Environmental Engineering and Services

Montpellier is well-represented in Environmental Chemistry and Renewable Energy sub-sectors. Both sectors involve linkages between research, enterprise and SMEs. The Environmental Chemistry

<sup>47</sup> Based on exchange rate of \$1=£0.57 (Source: IRS <http://www.irs.gov/Individuals/International-Taxpayers/Yearly-Average-Currency-Exchange-Rates>)

<sup>48</sup> Based on exchange rate of €1=£0.89094 (Source: ECB [http://sdw.ecb.europa.eu/quickview.do?SERIES\\_KEY=120.EXR.A.GBP.EUR.SP00.A](http://sdw.ecb.europa.eu/quickview.do?SERIES_KEY=120.EXR.A.GBP.EUR.SP00.A))

sector is anchored by major pharmaceutical Balard and local research institutes in biochemistry, materials science, complex fluids, nanomaterials, etc. with more than 500 researchers and post-docs. The renewable energy sub-sector includes biomass, wind and photovoltaic technologies, and is anchored by the country's second-largest solar and wind turbine arrays and a sector-specific environmental business park, Garosud. The role of construction sector SMEs as a key part of the supply chain is recognised through training programmes for tradespeople and installers. The city also hosts Energaïa, an annual international renewable energy technologies trade show, supported by the Derbi trade association.

## Water

The water sector includes over 600 researchers in 12 scientific institutions and 10 joint research units , together with 400 companies representing an annual turnover of more than €700 million, including Veolia Water, Suez Environment, and a range of innovative SMEs. The association VERSeau Development aims to facilitate and coordinate programs and scientific research in the field of water while the network brings together regional research and production chain around innovation and international business development. The city also hosts Hydrogaïa , an annual international water trade show.

## Case Study: Life Sciences

Montpellier is the focus for the highest-ranked and second-largest Life Sciences cluster in France. The research potential is strong, with the presence of numerous laboratories and public research institutes, a university hospital and a dynamic network of innovative companies. On the research theme of infectious diseases alone, the city is home to more than 430 scientists based in its universities and research institutes, and nearly 80 people in the university hospital , together producing more 500 international publications and 100 patents in the last 4 years. Montpellier's quality of life helps it attract and retain a wide range of skills required for the development of medical diagnosis: basic clinical research, resources, biological samples, innovative instruments for molecular detection, high-resolution imaging, robotics and automation for applications in routine innovative solutions for the treatment of large volumes of data, proteomic and genetic studies and clinical validations. The city has also benefitted from France's strong regional policy in concentrating major life-sciences research investments in the city-region, through a combination of trans-regional and local projects as follows.

## Trans-regional project: EuroBiomed competitiveness cluster

EuroBiomed is a nationally-driven Health and Life-sciences cluster spanning the Provence Alpes Côte d'Azur and Languedoc-Roussillon regions. Created in 2009 by merging a number of local and regional associations, the network brings together more than 400 companies (mostly SMEs) in 4 technology parks, 39,000 students in 8 top-ranked universities and higher education institutions, 400 research laboratories, and 4 hospitals with clinical research capacity. Eurobiomed's aims are to link and develop synergies between companies, public laboratories, and training facilities through partnership projects, support innovations in health service delivery, enhance the visibility of the business network, and support business development and job creation. It provides a range of services including:

- Support for relationship management (particularly for SMEs) through networking events, thematic conferences, shared tools, etc. ;
- Support for assembly of R & D projects, including identification of academic and industrial partners, assisting in the implementation files responses to tenders, and endorsement of projects;

- Dedicated real estate solutions and public sector support services are available for companies.
- Management of linkages to European networks

Eurobiomed has recognized expertise in a number of areas:

- Rare and/or infectious diseases (tropical and emerging);
- Medical devices, biomarkers and diagnostics;
- Immunology and therapeutic applications; and
- Care and support of aging, neurological diseases and disability.

### **Local project: Biopôle Euromédecine Business Centre**

Biopôle Euromédecine is a business centre created by Montpellier Agglomération local government, located on a 31ha site in the 220ha Euromédecine business park in northern Montpellier. This location is served by good road and public transport infrastructure, accommodates a range of leisure and retail facilities, and is surrounded by research centres, Montpellier University and University Hospital, and numerous companies in the life science sector: health, agronomics, water, and environment. Its six buildings provide:

- 21,000 m<sup>2</sup> of flexible and secure offices and laboratory accommodation available from 100sqm, including a P3 laboratory, with shared infrastructure, reserved roof-space for specialised plant, and externally-accessible storage and delivery areas;
- Direct aid and tax benefits classified under investment aid for SMEs;
- Existing business include Clinical Val d'Aurelle , IBM Dual Site (outsourcing), Labover (laboratory equipment and facilities), Horiba Medical (automatic medical analysis), C2 Diagnostics (medical diagnostic equipment in vitro), Techsia (software), Idenix Pharmaceuticals (R & D Infectious Diseases), Bio-Rad (clinical diagnoses), Schlumberger (petrophysical software), CNRS , INSERM , CRLC (diagnosis and cancer care), La Poste DIC (SSII), Space Sentein (training).

## Graz: 'Design Capital, EnviroTech Region'

	OECD (2008) <sup>49</sup>	MetroReg (2008) <sup>50</sup>
<b>Population City-Region</b>	604,551	404,093
<b>GDP per capita at current market prices</b>	£22,247	£31,268
<b>GDP growth (annual average 2000-2008)</b>	2.40%	–
<b>GVA per capita at basic prices</b>	–	–
<b>GVA growth (annual average 2000-2008)</b>	–	–

Graz is administrative capital of the Styria region in south-east Austria in the foothills of the Alps and a rich agricultural basin. It has a distinctive cultural identity with strong links to Slovenia, whose border is less than 40km distant. Graz is a former European Capital of Culture (2003), and has a well-preserved 'old town' which has been designated a UNESCO World Heritage site. The city is a centre for design excellence in the automotive, construction and product design sectors. The city-region has the strongest economic growth in the country, and is an international focus for advanced environmental technology and 'cleantech'.

Graz provides a good 'fit' for Brighton in terms of Urban Audit data on the core city. While this dataset is incomplete, it indicates:

- High proportion of working age population with third level qualifications (25.5% in 2007-09); and
- Moderate and rising rate of self-employment (7-10% in period 1989-2009);

## Economic sectors

### Automotive Design

Styria and Graz city-region are home to Austria's premier automotive industry cluster, with over 40,000 employees in 180 partner companies, generating an annual turnover of around 10 billion euros. In 1995, five major enterprises (AVL, Krenhof, Magna Steyr, SFG and TCM International) came together to form ACStyria Autocluster – a sectoral development agency to link up business, industry, research and public institutions in addition to identifying areas of strength and synergies. As a cross-company platform, ACStyria has set itself the target of raising the innovation performance of its members by means of cross-industry projects, seminars and events and increasing value creation in Styria. Its focus is on innovations and technologies in the field of "Green Cars - Clean Mobility" with three main priorities: ECO-Powertrains, ECO-Materials and ECO-Design & Smart Production. In this way, Styria's automotive industry is moving towards an innovative model of intelligent electrified powertrains with the appropriate range, assemblies and components made from environmentally-compatible and resource-saving materials, and cost-efficient production technologies.

<sup>49</sup> Based on exchange rate of \$1=£0.57 (Source: IRS <http://www.irs.gov/Individuals/International-Taxpayers/Yearly-Average-Currency-Exchange-Rates>)

<sup>50</sup> Based on exchange rate of €1=£0.89094 (Source: ECB [http://sdw.ecb.europa.eu/quickview.do?SERIES\\_KEY=120.EXR.A.GBP.EUR.SP00.A](http://sdw.ecb.europa.eu/quickview.do?SERIES_KEY=120.EXR.A.GBP.EUR.SP00.A))

## Life Sciences and Biotechnology

Graz is home to three centres of excellence in medical engineering and pharmaceutical engineering, including Graz University Hospital, the largest hospital in Central Europe. Over 70 local companies are supported by the cluster organisation Human.technology. styria, set up in 2004 by eight major sectoral partners to promote sectoral development in three strategic areas: pharmaceutical engineering and production processes, advanced biomedical sensor technologies and biomechanics, and biobanking and biomarker technologies.

### Case study: Environmental Engineering and Services

Styria and the Graz city-region are already in the top three locations in Europe for environmental services. With a recycling rate of 65 %, Graz and Styria, the region is a leader in implementing its own expertise in the field of material flow management. With a renewable energy contribution of 25 % to end-user energy consumption, the region is already significantly ahead of the EU goal for 2020. The city of Graz itself is a demonstrator project for innovation in the sector through public procurement and business engagement initiatives. This economic cluster is being consolidated and developed through a range of transnational, regional and local projects as follows:

### Trans-national project: EcoCluP

The Graz city-region is a member of the EU INNOVA EcoCluP (“Eco-innovative Cluster Partnership for growth and internationalisation”) network of 13 European environmental engineering clusters. These 13 partners from 10 countries unite more than 3,500 cluster companies (predominantly SMEs) as well as 430 research institutions in Austria, Denmark, Finland, France, Germany, Hungary, Holland, Spain, Sweden and England (EnviroCluster Peterborough). The aim of the project is to provide support measures and services for quickly growing companies in the various cluster sectors in order to support business growth and internationalisation. Services include:

- Active knowledge exchange and networking (match-making events, workshops and business trips);
- Assistance with innovation management and external financing; and
- Dissemination of a partner-developed toolbox to for risk and innovation management.

### Regional project: Styria ‘Green Tech Valley’

EcoCluP’s regional partner in Austria is the Eco World Styria network, which manages the Styria Green Tech Valley environmental technology cluster. This cluster involves:

- 170 companies in energy and environmental technology;
- 4 centres of eco-innovation competence and 4 technically-related universities and universities of applied sciences;
- €3 bn annual green tech turnover with 18 % annual growth (2005-2010);

The aim of the ‘Green Tech Valley’ programme is to increase competitiveness, support innovation, and establish Styria as the No. 1 location for energy and environmental engineering in Europe.

Membership services include:

- Participation in the design of the location of the future with new research topics, technological model projects, and cooperation with the ECO companies;

- Strategy support, consulting on the subjects of national and international markets, technologies, cooperation partners, and funding; and
- Innovation support, through technology roundtable, innovation potential evaluation, technology and development partner identification, project development.

Partners in the 'Green Tech Valley' initiative are in the following fields of renewable energy and environmental technology:

- Biomass, biogas, biodiesel, solar thermal and other renewables;
- Material flow management (technologies making it possible to recycle waste efficiently); and
- Water resource management.

### **City-regional project: BIOENERGY 2020+ Centre**

BIOENERGY 2020+ is a Competence Centre for Energy & Biomass, headquartered in Graz. Its aim is to establish an Austrian platform for research and development in the field of bioenergy, and become the expert partner for special technology transfer activities and international innovation programmes. The scientific objectives are designed to reflect the current expectations of EU and national energy policy – through sustainable improvement of current technology and the development of new, innovative technologies. BIOENERGY 2020+ is a federally-supported network of five leading scientific centres conducting applied research across different sites in the Graz city-region. Bundling the resources into one competence centre, linked by network and across locations, results in application-oriented findings across the entire value chain of bioenergy, while ensuring an optimal use of previously existing infrastructure and contacts to industry. Founded in 2008, it now employs 90 people in research, development and demonstration. Services include contract research and advice, technical analysis (fuel review, function tests, etc.) and training .

### **Local project: Ökoprofit Graz**

Ökoprofit (ECOlogical PROject For Integrated environmental Technology) is a training programme developed by the city council in collaboration with the Technical University of Graz for all Graz companies wishing to use the principles of sustainability to their economic advantage. This win-win partnership model for companies and communities promotes the use of integrated environmental technologies, particularly those developed in the city-region. Its aim is to reduce operational emissions and conserve natural resources while reducing the operational costs (environmental and economic). The programme involves a number of different strands:

- Ökoprofit Basic training is focussed on companies in the manufacturing and services sectors, involving a programme of eight workshops together with individual consultations to assist in knowledge transfer;
- Ökoprofit Micro is a core training and advice programme for enterprises employing less than 20 people;
- Ökoprofit Tourism, a special module for enterprises in the catering and hospitality sectors; and
- Ökoprofit Club, a network for the accredited enterprises, which are monitored and supported to achieve further savings, and develop their environmental know-how on a continuing basis (e.g. "Learning from the best").

Ökoprofit accreditation is based on the guidelines for environmental management systems ISO 14001 and EMAS and thus has been an important factor in the uptake and implementation of EMS in the city-

region broadly. In 2007/08 alone, more than 305 environmental measures were implemented by 40 Graz companies as part of the "Ökoprofit" initiative.

### **Community-led distinctiveness: Seattle' Department of Neighborhoods<sup>51</sup>**

More than most, Seattle is "a city of neighbourhoods": early European settlers established widely scattered settlements on the surrounding hills. These grew in parallel into neighbourhoods and autonomous towns before merging into the metropolitan area, though the same street-names are found in many areas. In response, the City of Seattle has developed a distinctive neighbourhood policy. Since 1989, its Department of Neighborhoods has been providing programmes and services that engage people in civic participation, foster stronger communities, make government more accessible, and preserve and enhance the character of the each neighbourhood. The programme involves a number of components:

- The city is subdivided into thirteen neighbourhood districts, each with its own **Neighborhood Co-ordinator** whose role is to encourage and support civic engagement, serve as liaisons between the City and community, and coordinate activities that bring government closer to the community. Pairs of neighbourhoods share **Neighborhood Service Centers** (or "little city halls") to act as a focus for local democracy, disseminate information about Seattle services and programmes, and provide payment and information services.
- A **Neighborhood Matching Fund** provides resources for community-driven projects that enhance and strengthen neighbourhoods. All projects must be initiated, planned and implemented by community members in partnership with the council, and every award whether large or small is matched by neighbourhoods' or communities' resources of volunteer labour, donated materials, donated professional services and/ or cash. Since 1988, the Fund has awarded more than \$49 million to more than 4,000 projects, generated an additional \$72 million of community match-funding, and engaged more than 86,000 volunteers who have donated over 574,000 hours.
- A **Public Outreach and Engagement Program** increases access to information, resources, and civic processes for the diverse groups and individuals in each neighbourhood, including historically underrepresented populations. This ensures that city government provides information to all community members, forges connections, fosters relationships, and receives rich, diverse, and meaningful civic participation.
- The **Major Institutions and Schools Program** provides a way for neighbours of Seattle's Hospitals, Universities and Colleges to be directly involved in producing, implementing and monitoring development plans for those institutions to assure that neighbourhood concerns are considered when those plans are made. For major institutions, a city-appointed Citizens Advisory Committee (CAC) brings together the interests of the institution, the surrounding neighbourhood, and the council. Members advise on the development of a Major Institution Master Plan, transport management plan, and other planning conditions for the institution to maintain and develop the health and 'livability' of the area. This includes consideration of changes in the surrounding 'overlay area' including demolitions, changes of use, residential developments, and other proposals which may be unrelated to but stimulated by the Major Institution. The work of the CAC is open to public scrutiny through formal public examination, after which a Hearing Examiner

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<sup>51</sup> Sources for this section include [www.seattle.gov](http://www.seattle.gov) and Diers, J (2010) Neighbor Power: Building Community the Seattle Way.

makes recommendations to the council. On implementation, the committee monitors and reviews progress of the plan and considers applications for amendments. For smaller institutions such as primary schools, a similar but simpler process guides 'departures' from existing planning policy in terms of closure of existing schools or establishment of new schools.

- The Department of Neighborhoods also runs a number of area-based programmes including:
- The **Historic Preservation Program**, responsible for the designation and protection of more than 450 historic structures, sites, objects, and vessels, as well as eight historic districts across the city.
- The **P-Patch Community Gardening Program** oversees 78 'P-Patches' distributed throughout the city on 44.5 acres of land. Over 4,400 community gardeners grow food on 13.5 acres of the land and steward for the public an additional 31 acres. Each P-Patch accommodates individual gardening plots for which members pay an annual fee, as well as shared open spaces which members maintain together.



## Culture-led distinctiveness: 'Keep Austin Weird' 52

Austin has a reputation for its friendly culture, accepting of artistic and individual expression (musicians, intellectuals, LGBT, naturalists, environmentalists, and subcultures and people who are not mainstream). In recent years Austin has been listed amongst the leading USA cities in terms of sustainability, for quality of life, for friendliness of people, for 'block' parties, as retirement destination, and for live music. According to the Nielsen Company, adults in Austin read and contribute to blogs more than those in any other U.S. metropolitan area, and other sources claim the city has the highest internet usage in Texas.

Within the city, the characteristically "Texas-style" sense of independence find its expression in a liberal tradition of eclectic lifestyles, a desire to protect small unique local businesses, and a reaction to the perceived rise of conservative influences in the state. The city has a long history of vocal citizen resistance to development projects perceived to degrade the environment, or to threaten the natural and cultural landscapes. Two feature films "Slacker" (1991), a day in the life of the city, and "Dazed and Confused" (1993), about the last day of class at an Austin high school, portrayed citizens intent on having a good time regardless of money, status and material possessions.

The campaign to 'Keep Austin Weird' was instigated by a local librarian who was concerned about Austin's 'Houstinization', i.e. "rapid descent into commercialism and over-development". The slogan was then trademarked and used to market a series of T-shirts, hats, mugs and bumper stickers.<sup>53</sup> Non-commercial aspects of the city – for example its famous bat colony, its local celebrities, and its extensive collection of unusual public art – have been cited as further evidence of the city's weirdness. The campaign was adopted by the Austin Independent Business Alliance, and championed by traders in the 'SoCo' downtown district, with its mix of coffee shops, eccentric stores, restaurants, food trucks, trailers and festivals – including the annual 'Keep Austin Weird' festival, now in its eleventh year.

However the campaign has never been endorsed or adopted by the city administration or the wider business community. The word 'weird' is not mentioned in 'Imagine Austin', the city's strategic development plan for the next 30 years. Critics have also suggested that the campaign has done little to further social justice issues affecting minority populations in the city, and has merely displaced commercialisation and gentrification from historically working-class White neighbourhoods to historically African-American and Latino neighbourhoods.

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<sup>52</sup> Sources for this section include online research, Wikipedia, and Long, J. (2010) *Weird City, Sense of place and creative resistance in Austin, Texas*.

<sup>53</sup> A rival company developed an alternative 'Make Austin Normal' slogan and now produces a similar range of items, in a way, proving the point.

## **Business-led distinctiveness: Berlin's 'Urban Pioneers' policies 54**

Over the past 20 years since reunification, the city of Berlin has undergone major structural change in terms of infrastructure, land use, demographics, institutional arrangements, and local economic development. Over this time a huge number of real estate assets large and small have been released, many without any clear plan for re-use (at least initially). Initially many of these sites were occupied in a spontaneous, improvised, and unregulated manner by local people and creative groups. In response, the city's planning policy has gradually integrated and structured detailed guidance for temporary uses of these assets by such 'Urban Pioneers'. Over the past decade, an extensive range of regulatory, financial, and management instruments (see Table C.2) has been developed by Berlin's planning authorities to facilitate, support, and guide their development. From a regulatory perspective, provisions for temporary use provide planning authorities with a useful mechanism to manage the slow-down and optimise restructuring processes of great complexity and intensity. This approach is a sort of 'holding pattern' whereby some major long-term decision-making can be deferred to the future (which hopefully will be more economically favourable), while some short-term negative impacts of vacancy and redundancy can be mitigated.

According to the city's Senator for Urban Development, Berlin is now "a laboratory for temporary use". Temporary uses are as diverse as other land uses and include workspace, residential space, public open space, play areas, wildlife areas, and the full range of leisure activities from cafes and restaurants to nightclubs, hostels and campsites.

From the beginning, Berlin landowners and developers were alert to the potential economic benefits of permitting temporary uses. The presence of even temporary tenants can deter vandalism, theft, and other opportunistic crime, onsite and in the public domain adjacent. The rental income stream can reduce overheads such as rates, utilities, etc. while not requiring significant investment on the part of the landowner. For firms with extensive building stock, the risks of allowing temporary uses may be marginal compared with the long-term prospects for their asset portfolio. In some cases, temporary uses can enable investment required in remediation/ decontamination/ reconstruction/ marketing/ etc. to be deferred to a more favourable point in the future. Most significantly, it can help establish effective 'place recognition' which can be incorporated into subsequent marketing strategies. In a small number of cases, temporary uses have surpassed expectations and made a successful transition to permanent occupancy as a valuable anchor tenant.

However there are also many economic risks for a landowner. The real estate market may interpret temporary use as an indicator of poor locational, constructional, or other characteristics of the asset. Temporary users may lack business acumen to realise the identified benefits or anticipated opportunities of the location. It may be particularly difficult to predict or manage the activities of the temporary users, and there is the potential that these may be contrary to the long-term marketing objectives of the site. Temporary users may also attempt to establish property rights beyond the terms of the temporary use agreement, or may even establish a "prior claim" to permanent occupancy by virtue of cultural, political, environmental, religious, or other agenda.

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<sup>54</sup> Sources for this section includes Berlin government website and other online research, as well as Senatsverwaltung für Stadtentwicklung Berlin (2007) Urban Pioneers, Temporary use and urban development in Berlin.

The structured and supportive role of the planning authority was crucial not only in unlocking these opportunities and mitigating these risks, but also represented a key part of a local economic development strategy for the emerging creative sector in the city. The policies made underused and undervalued real estate assets available to subcultural groups to 'scale up' their ideas. The availability of such assets are an important locational advantage for the city, and the creative economy certainly would not exist in Berlin in its current dimensions without this diverse range of inexpensive commercial and residential spaces. The rapid success of these subcultural entrepreneurs has in countless cases created an attractive (and often youth-oriented) 'scene' which has changed perceptions of particular urban locations in a way that impacts directly on the market value and marketability of those assets. The city government itself regards the temporary leaseholders as "truffle pigs, for they have made sites such as those in the inner city Spree riverside area into attractive locations for capital-intensive investments."<sup>55</sup>

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<sup>55</sup> Senatsverwaltung für Stadtentwicklung Berlin: 136.

**Table C.2. Instruments and services provided by Berlin planning authorities to regulate and support temporary uses. Information collated from Senatsverwaltung für Stadtentwicklung Berlin: 159-171.**

INSTRUMENT	EXAMPLE
<b>Contracts &amp; Agreements</b>	<ul style="list-style-type: none"> <li>• Temporary Use Contract – i.e. short-term tenancy;</li> <li>• Relinquishment Contract – permission to use a site without ownership rights;</li> <li>• Maintenance Contract – permission to maintain a site (in exchange for free use of the site);</li> </ul>
<b>Licenses &amp; Permits</b>	<ul style="list-style-type: none"> <li>• Planning Permission for a limited period;</li> <li>• Proposals exempted from the need for planning permission;</li> <li>• License for 'Flying Buildings' – permitting serial construction on different sites;</li> <li>• Temporary tolerance – 'turning a blind eye';</li> <li>• Exceptional License for restricted use of a protected park;</li> <li>• Revocation of a planning permission already granted, to facilitate temporary use;</li> </ul>
<b>Financial Support</b>	<ul style="list-style-type: none"> <li>• Providing direct financial and material support;</li> <li>• Relinquishing sites free of charge;</li> <li>• Exempting temporary uses from rates;</li> <li>• Extending council public liability insurance;</li> <li>• Advising on funding applications and financial planning;</li> <li>• Organising secondment of Council officers;</li> <li>• Acting as guarantor;</li> </ul>
<b>Construction</b>	<ul style="list-style-type: none"> <li>• Ensuring public safety through traffic orders etc.;</li> <li>• Creating infrastructure/ subdivisions/ other enabling works;</li> </ul>
<b>Mediation &amp; Agency</b>	<ul style="list-style-type: none"> <li>• Organising open forums and other public events;</li> <li>• Conducting site and premises audits of council assets;</li> <li>• Coordination units (at local authority level);</li> <li>• Neighbourhood Management (at neighbourhood level);</li> </ul>
<b>Marketing</b>	<ul style="list-style-type: none"> <li>• Running "brainstorming appeals" for particular sites;</li> <li>• Running competitions for particular sites;</li> <li>• Modifying tendering procedures to include temporary uses;</li> <li>• Identifying available spaces, e.g. through notice boards, hoardings;</li> </ul>

A significant number of temporary uses are also focussed on environmental, community, and neighbourhood development. In some cases, temporary uses as private dwellings or businesses have had an enlivening effect on the neighbourhood's image and, from the Planning Authority's perspective, reduce the negative impacts of long-term vacancy for other residents and businesses. In other cases, the uses are effectively public goods (such as parks, play areas, wildlife areas), enabling the Planning Authority to broker their delivery at little expense, subsidised on the one hand by the landowner who releases their real estate assets, and on the other by the community groups who undertake to manage and maintain them.

Berlin's suite of 'temporary use' policies can be considered much more than simply a pragmatic approach to the slow-down in the city's urban and economic development in the period 1995-2005. They represent an innovative approach to the incubation of a new economic sector, the delivery of public goods (e.g. parks), the regeneration of inner city residential neighbourhoods, and the deferral of investment and decision-making to a more economically favourable time. Whilst their implementation has not been without tensions or conflicts, the outcomes of more than ten years of their use include the development and professionalization of the creative industries sector in what is now one of Europe's major arts and culture centres, and support to the property sector in realising some of Europe's fastest-growing land and asset values.

## Appendix D: Project Prioritisation Matrix

Strategic Objective	Project Description	Outcome	Contribution to economic sustainability	Score	Job creation potential	High value skills?	Contribution to SO	Contribution to Other SO	Genuinely transformational?	OPL risk & Opportunity	Public Sector Cost	Private Sector Leverage	Deliverability	Impact	Cost/Risk
					1	1	1	1	2	1	1	2	1	3 V High +	Zero
S01	Brighton Centre				1	0	1	0	0	1	0	0	1	2 High +	low
S01	Seafront Strategy: arches redevelopment			4	1	0	1	0	0	1	0	0	1	1 +	Mod-Low
S01	Year round programme of events			5	1	0	1	0	0	1	0	1	0	0 Neutral	moderate
S01	Re-awakening Brighton's Royal Estate			2	1	0	1	0	0	1	-3	2	-2	-1 -	mod-high
S01	Film City			10	1	1	1	0	0	1	2	1	2	-2 Bg -	High
S01	Made in Brighton			8	1	0	1	0	0	1	2	1	1	-3 V High -	V. High
S02	Green Growth Project Fund			15	2	2	2	1	2	1	-1	2	0		
S02	Business and Innovation Support			13	2	3	2	1	2	1	-2	1	0		
S02	Eco Tech Growth Hubs			14	2	2	2	1	2	2	-2	2	-1		
S02	Circus Street			13	2	1	2	0	1	1	1	2	0		
S02	Environmental Industries Umbrella Group			12	1	2	2	1	0	2	1	1	1		
S02	Universal Retrofit			13	2	1	2	0	1	2	-1	2	1		
S02	Business Resource Efficiency			11	1	1	1	0	0	2	2	1	2		
S02	Sustainable Materials			3	0	0	1	1	0	2	0	0	-1		
S02	Sustainable Energy			1	0	0	1	0	0	2	-2	1	-2		
S03	City Region Skills Escalator			16	2	3	2	2	1	2	-2	2	1		
S04	Citywide Maths Project			9	1	2	2	0	1	1	0	0	1		
S04	Living Wage Campaign			0	-1	0	2	0	0	2	0	-1	-1		
S05	New Homes for New Neighbourhoods			7	1	0	1	1	0	1	-1	1	2		
S05	City Region Investment Fund			13	2	2	2	1	1	1	-2	2	1		

## Appendix E Proformas for Shortlisted Projects

<b>Project Name: -</b>
<b>Project Outline</b> <i>An overview of what is proposed and the timescale for implementation.</i>
<i>Film City is a new joint initiative between Brighton &amp; Hove city council and the University of Brighton to bring together the significant cluster of film related activity in the city. The city demonstrates success across all aspects of film – ‘Film Culture’, talent and business development and films being made in the city. We have the local business, talent and expertise here to take a regional lead and to build national and international profile.</i>
<i>We are currently establishing a Film City web-site and city wide steering group to take this forward.</i>
<b>Lead Organisation          Responsible for delivery</b>
<i>Brighton &amp; Hove city council (arts and cultural projects) and University of Brighton (Screen Archive and Cine City)</i>
<b>Outputs and outcomes</b> <b>What are the expected outputs (direct, measurable) and outcomes (contribution to wider economy and quality of life) from the project?</b>
<b>Outputs:</b> <i>Increased awareness and recognition of the Film cluster in and outside the city          Increased attendances at Film Culture events (exhibitions, cinema, festivals, museum, heritage) amongst residents and visitors          Increased inward investment into film – into strategic development organisations and into individual productions          Increased numbers of local businesses and services employed by visiting film company productions          Increased numbers of young people having employment and training opportunities in film          Increased numbers of film related businesses moving to the city          Increased numbers of films and moving image content being made in the city</i>

<p><b>Outcomes:</b>  <i>A thriving film industry that contributes to the creative economy in the city</i>  <i>More opportunities for young people to build a career in the creative industries</i>  <i>A dynamic and vibrant cultural tourism offer</i>  <i>International awareness of the city as a cultural and creative industry centre (through depiction in film and moving image)</i></p>	<p>How this will help deliver the Strategic Objective? (BHCC led projects must also state how the project links to the Council’s Corporate Plan)  <i>Set out the logic chain. Is there evidence to support this?</i>  <i>This should include some evidence on the scale of any impact and the time to deliver change.</i></p>
<p>SO1 To enhance Brighton &amp; Hove’s distinctive destination and lifestyle offer</p> <p>Support and growth of the city’s film and moving image sector</p> <p>A newly articulated tourism offer around film and moving image.</p>	<p><b>Baseline Context</b>  <i>What is the current situation locally? Why is it relevant in the B&amp;H context?</i></p>
<p><i>We do not have accurate baseline of the film cluster here and this piece of work needs to take place in the coming months. However we can demonstrate some impressive recent growth. Since Film City’s inception Creative England have been based in the city 2 days a month and a Brighton based consortium is expected to be the BFI regional audience hub for the south east.</i></p>	



<p><b>Impact on One Planet Living objective</b>  <i>How does this impact on OPL. Is this positive or negative?</i></p> <p><i>Clustering enables better use of resources generally. Specifically the initiative contributes to Culture &amp; Community and Sustainable Transport through encouraging utilisation of local resources.</i></p>
<p><b>How to Measure Progress</b>  <i>What monitoring indicators and targets should be established to measure progress? These may be output or outcome indicators.</i></p> <p>Numbers of film related businesses          Numbers of audience/ visitors          Number of work experience opportunities          Number of local contracts          Number of productions made in the city          Press coverage          Website visits (for new Film City website)</p>
<p><b>Project financials</b></p> <p>Estimated total project cost and anticipated source(s) of funding</p> <p>£20,000p.a</p> <p>Estimated cost to the lead organisation</p> <p>£10,000 p.a. (inc staff time)</p> <p>Other public &amp; private sector funding required</p> <p>The action plan is being developed and this will include projected financials and business plans.</p>

<b>How much of the funding is already identified and confirmed? (broken down by source and amount)</b>	
£0	
<b>If funding not identified what actions are proposed to secure the funds?</b>	
Development of an action plan and fundraising strategy.	
<b>Name and contact details of the lead officer responsible for developing this project</b>	
<b>Officer Name:</b>	<b>Tel No:</b>
Donna Close, Arts & Cultural projects Manager	01273 292008

24 October 2013

Brighton &amp; Hove City Council

<b>Subject:</b>	<b>Appointment of Honorary Recorder of Brighton &amp; Hove</b>		
<b>Date of Meeting:</b>	<b>24 October 2013</b>		
<b>Report of:</b>	<b>Monitoring Officer</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Oliver Dixon</b>	<b>Tel: 01273 291512</b>
	<b>Email:</b>	<b>oliver.dixon@brighton-hove.gov.uk</b>	
<b>Ward(s) affected:</b>	<b>All</b>		

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

- 1.1 This report proposes that the role of Honorary Recorder of Brighton & Hove be continued following the retirement of His Honour Judge Richard Brown, and offered to the current Resident Judge in Lewes, Her Honour Shani Barnes.

**2. RECOMMENDATIONS:**

That Council –

- 2.1 Agree the continuation of the role of Honorary Recorder of Brighton & Hove;
- 2.2 Approve the appointment of Her Honour Judge Shani Barnes as Honorary Recorder of Brighton & Hove during her tenure as Resident Judge at Lewes Crown Court;
- 2.3 Request that the Monitoring Officer, in consultation with the Mayor and Chief Executive, makes appropriate arrangements to mark the appointment.

**3. CONTEXT / BACKGROUND INFORMATION**

- 3.1 An Honorary Recorder is an unpaid, ceremonial office created to maintain and develop close links between councils and the judiciary, and to encourage an understanding of the judicial system among the community. The functions of Honorary Recorder include attending ceremonial and civic functions, and inviting Members of the council to attend judicial events.
- 3.2 The role of *Honorary* Recorder should be distinguished from that of Recorder. The latter is a fee-paid (salaried) post open to solicitors or barristers of at least 7-10 years' standing, and is a part-time judicial post in which the Recorder sits as judge in the crown or county court, with jurisdiction broadly similar to that of a circuit judge. The appointment of Honorary Recorders is in the sole gift of local authorities, whereas Recorders are appointed by the Queen on the recommendation of the Lord Chancellor, after a competition administered by the Judicial Appointments Commission.

- 3.3 The role of Honorary Recorder is normally reserved to Senior Circuit Judges or Resident Judges. The usual approach is for the position to be attached to a specific judge, continuing for as long as they remain the Senior Circuit or Resident Judge for the area.
- 3.4 The council has a community leadership role and therefore a responsibility to seek to develop an understanding of the justice system among all sections of the community and develop links with the judiciary to promote the wellbeing of the area. The role of Honorary Recorder can assist by supporting a close relationship between the Council and the courts. This is particularly important as the Council is required to pursue enforcement through the courts, for example, in relation to community safety, environmental protection, animal welfare, trading standards, benefit fraud, community care and child protection.
- 3.5 In 2008 the council appointed His Honour Judge Richard Brown as Honorary Recorder following his appointment as Senior Circuit Judge in Sussex. He retired from that judicial role in June 2013, also bringing to an end his time as Honorary Recorder.
- 3.6 Following Judge Brown's retirement, Her Honour Judge Shani Barnes was appointed as Resident Judge at Lewes, which covers the area of Brighton & Hove.
- 3.7 At each Crown Court Centre, a particular judge is appointed 'Resident Judge' who carries out additional leadership and management duties, and running court centres. He/she oversees the disposal of cases and listings at their centre, offering support and guidance to the judiciary in the centre and provides a link between them, the Presiding Judges and the administration. In this capacity, Judge Shani Barnes is the most senior circuit judge in Sussex and best placed to continue and develop the role of Honorary Recorder.
- 3.8 To meet the community objectives mentioned in paragraph 3.4, the council wishes to create a more active role for the Honorary Recorder in developing civic links with the judiciary. For example, the council would encourage the Recorder to attend meetings and events that help to raise his/her awareness of the political, financial and constitutional framework in which it operates as a local authority. Additionally, the council could help the Recorder develop links with other public bodies in Brighton & Hove with whom we have well established connections, such as health trusts and the police.
- 3.9 If appointed, the Honorary Recorder must maintain his/her judicial independence and neutrality. In view of this, any involvement in the activities referred to above would be on a strictly non-political basis and respecting the independence of the judiciary.
- 3.10 On behalf of the Chief Executive, the Council approached Judge Shani Barnes to seek an indication of her interest in the role including the new aspects described above. She has indicated that she would accept the appointment and regards the relationship between the criminal courts and the community they serve as important. In particular, she would welcome the opportunity help ensure that the local community understands and feels connected to, and part of, the criminal

justice system. She believes tradition is important and would endeavour to continue all links between these two bodies.

- 3.11 Judge Barnes was a criminal barrister, being called to the Bar in 1986. She practised in London, becoming a Recorder in 1998 sitting in Lewes, with His Honour Judge Brown (later appointed as Honorary Recorder of Brighton & Hove) as her mentor. From 1998 she always sat in Lewes/Hove until becoming a full time Circuit Judge in 2004 when she was appointed to Kingston Crown Court. After 7 years she moved to Croydon but sat in Lewes every year for a month or two at a time until finally in July 2013 came home as the New Resident Judge.
- 3.12 Judge Barnes is married to a Queen's Counsel at the criminal bar. They moved to Brighton four years ago from West Sussex, love living here and intend to remain.
- 3.13 If Council approves the proposal, a one-off event would be organised to mark the appointment and to welcome Judge Barnes.

#### **4. ANALYSIS AND CONSIDERATION OF ANY ALTERNATIVE OPTIONS**

- 4.1 The council is not obliged to appoint an Honorary Recorder or fill the role when the post becomes vacant. However, good liaison between the judiciary and the local community is considered important for reasons given above. It is therefore recommended that the post be continued and offered to the most senior circuit judge in Sussex as the person best qualified to fulfil that role.

#### **5. CONSULTATION**

- 5.1 The council's Group Leaders have been consulted on the proposal in this report, and support the recommendation at paragraph 2 above.
- 5.2 In line with the Lord Chief Justice's Guidelines for the Appointment of Honorary Recorders, the council has consulted the Senior Presiding Judge for England and Wales over the proposed appointment.

#### **6. FINANCIAL & OTHER IMPLICATIONS:**

##### Financial Implications:

- 6.1 The role of Honorary Recorder is an unpaid position. The cost of an event to mark the appointment of a new Recorder would be funded from existing resources. There are no other financial implications.

*Finance Officer Consulted: James Hengeveld Date: 17/09/13*

##### Legal Implications:

- 6.2 Section 54 of the Courts Act 1971 gives the council power to appoint an Honorary Recorder for Brighton & Hove. The appointment does not require the approval of the Lord Chancellor or Lord Chief Justice.

*Lawyer Consulted: Oliver Dixon Date: 17/09/13*

Equalities Implications:

- 6.3 The continued appointment of an Honorary Recorder would facilitate an understanding of the justice system among all sections of the community.

Sustainability Implications:

- 6.4 None.

Any Other Significant Implications

- 6.5 Improved liaison between the judiciary and the community, facilitated by the council, should support crime reduction and community safety initiatives across Brighton & Hove.

## **SUPPORTING DOCUMENTATION**

**Appendices:**

None.

**Documents in Members' Rooms**

None.

**Background Documents**

1. The Lord Chief Justice's Guidelines for Appointment of Honorary Recorders (2007)

24 October 2013

Brighton &amp; Hove City Council

<b>Subject:</b>	<b>Protocol for the Appointment of Honorary Freemen/Women to the City of Brighton &amp; Hove</b>		
<b>Date of Meeting:</b>	<b>24 October 2013</b>		
<b>Report of:</b>	<b>Monitoring Officer</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Oliver Dixon</b>	<b>Tel:</b> 01273 291512
	<b>Email:</b>	<a href="mailto:oliver.dixon@brighton-hove.gov.uk">oliver.dixon@brighton-hove.gov.uk</a>	
<b>Ward(s) affected:</b>	<b>All</b>		

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

- 1.1 Under current arrangements, proposals to admit a person as Honorary Freeman or Woman of the City of Brighton & Hove are considered by the council's Leaders Group before being submitted to Council for decision.
- 1.2 This report proposes a revised approach that would –
  - (a) enable a wider body of persons across the city to be involved in nominations for this honour;
  - (b) set criteria that would open the award to less famous persons who have provided exceptional service to the city; and
  - (c) open the selection process by including non-councillors in the evaluation of nominations before they are recommended to Council.

**2. RECOMMENDATIONS:**

- 2.1 That Council approves the draft protocol set out in paragraph 6 of the report for the appointment of Honorary Freemen and Freewomen of the City of Brighton & Hove.

**3. CONTEXT/ BACKGROUND INFORMATION**

- 3.1 Section 249(5) of the Local Government Act 1972 permits the council to admit –
  - (i) persons of distinction, and
  - (ii) persons who have, in the opinion of the council, rendered eminent services to the city

to be honorary freemen or honorary freewomen of Brighton & Hove.

- 3.2 If the council wishes to exercise this power, the only legal requirement is that a resolution be passed to that effect at a meeting of full Council specially convened for the purpose; and that at least two-thirds of those voting are in favour.
- 3.3 The process for nominating persons to receive the honour is not governed by legislation, statutory guidance or by reference to any other formal authority. Custom and practice at Brighton & Hove has been for Leaders Group to consider a nomination and, if supported, refer it to Council for approval.
- 3.4 There is no minimum or maximum number of persons who may be admitted as Honorary Freeman / Women. Six admissions have been made since the creation of the unitary authority in 1997. Of these, five have occurred in the past four years. The persons so far admitted as Honorary Freeman/women of the city are:

**Adam Trimmingham – 30 Sept 2004**

"That the honour and title of Honorary Freeman of the City of Brighton and Hove be bestowed on Mr. Adam Trimmingham in grateful recognition of his eminent and distinguished service and dedication to professional journalism rendered to the City of Brighton and Hove during his illustrious and distinguished career."

**Henry Allingham – 30 April 2009**

"In grateful recognition of his exceptional services to his country during both World Wars and his work to ensure future generations would not forget the debt owed to all those who gave their lives to ensure freedom for all."

**Aung San Suu Kyi – 19 May 2011**

"In recognition of her continued efforts to support the people of Burma and the many people throughout the world striving to attain democracy, human rights, and ethnic conciliation by peaceful means."

**Flight Lieutenant Marc Heal – 19 May 2011**

"In recognition of his outstanding gallantry as the Captain of the Chinook helicopter Immediate Response Team in Afghanistan, for which the Queen awarded the Distinguished Flying Cross. The inspirational command of his crew and superior flying skills led to the successful extraction of 29 casualties and the saving of lives."

**Steve Overt – 24 July 2012**

"In recognition of his outstanding achievements as an athlete from the City competing at National, International and Olympic level."

**Roger French – 9 May 2013**

"In recognition of his long and distinguished career of nearly 30 years at the wheel of Brighton and Hove Buses, for his tireless work in promoting the spirit of partnership in the city and his selfless work for charities, notably as chair for nine years of the trustees of the Martlets Hospice."

**4. CURRENT ARRANGEMENTS**

- 4.1 At present the Council has no agreed criteria or process for conferring the title of Honorary Freeman/woman of the City. In practice, suggestions come from



Members and they are considered by the Leaders Group. If agreed, they get referred to full Council to be agreed at a special meeting as required by law.

4.2 There are some aspects of the existing custom and practice that could benefit from a review, in particular:

- (i) the frequency with which people have been admitted to be Freeman/women of the City in the last couple of years (roughly once every year) risks diluting the special nature of the award if continued at the same rate. Other local authorities seem to confer the honour at less frequent intervals. For example, in the last five years, Southampton City Council admitted one person, Bradford Metropolitan District Council one, and Oxford City Council none. Most of the others we contacted have not conferred the title in the last 5 years.
- (ii) the mechanism for initiating nominations is random and depends on whether any Leading Member happens to think a particular person should be awarded the honour.
- (iii) although the award is made by the Council, it is done on behalf of the whole city. The person awarded the honour does not become a freeman or woman of *the Council*. They become a freeman of *the whole city* represented by the geographical boundaries of the City Council. There is therefore a question mark as to whether this should be left entirely to a few Councillors or involve an appropriate input from persons or organisations representing the public, business and voluntary sector in the city.
- (iv) the current system is, in the eyes of some, open to criticism that it does not always give sufficient focus or weight to what an individual has done for the City of Brighton & Hove, as opposed to being successful or famous with some connection with Brighton & Hove. Unlike the national honours system, our system, as currently operated, is unlikely to lead to less famous or less high profile persons, who have done something exceptional for the City or for the community, to be recognised.

## 5. PROPOSED PROTOCOL

5.1 To address the matters raised in paragraph 4.2 above, it is proposed that the Council adopts the following protocol:

- (a) The opportunity to nominate someone to be admitted as Honorary Freeman/Woman should include local organisations, businesses and residents of the city.
- (b) Publicity should be given to the nominations process at the relevant time to ensure greater openness and transparency.
- (c) Nominations should be considered by a panel consisting of the Group Leaders, the City Management Board and a representative of the community and voluntary sector. This will, to some extent, mirror the national honours

system under which the majority of members comprising an honours committee are independent of government. It is recommended that the Chair of the Panel be an independent person.

- (d) If there are, in the opinion of the Chair of the Panel and the Chief Executive, too many nominations, a shortlist of 5 nominees shall be selected by a panel consisting of the Chair, the Chief Executive and one representative of the City Management Board.
- (e) The honour should be conferred sparingly. To preserve the uniqueness and special quality of the award, nominations would normally be sought only once every four years. This should be timed, where possible, to avoid the municipal year in which a local election takes place. Accordingly, the first of these four-year nomination cycles should commence in 2016.
- (f) Candidates should be evaluated against the statutory criteria (i.e. persons of distinction, and persons who have, in the opinion of the council, rendered eminent services to the city) but with more emphasis on the person's particular contribution to the City or Brighton & Hove and less emphasis on being a person of distinction.
- (g) The successful candidate will be recommended for admission as a Freeman/woman of the city at a special meeting of the Council, in accordance with section 249 of the Local Government Act 1972.
- (h) The Chief Executive is authorised to take all steps necessary for, or incidental to, supporting this protocol, including the appointment of the Chair of the Panel for shortlisting purposes if not already appointed by the Panel.

## **6. CONSULTATION**

- 6.1 The Leaders Group have considered and agree in principle the protocol set out in paragraph 5.

## **7. FINANCIAL & OTHER IMPLICATIONS:**

### Financial Implications:

- 7.1 The costs associated with implementing and managing the protocol specified in paragraph 6 are not expected to be significant, and would only be incurred once every four years. These costs will be met within existing revenue budgets.

*Finance Officer Consulted: Peter Francis*

*Date: 10/10/13*

### Legal Implications:

- 7.2 Legal implications are set out in paragraphs 3.1- 3.3 of the report.

*Lawyer Consulted:*

*Oliver Dixon*

*Date: 10/10/13*

Equalities Implications:

- 7.3 The recommended protocol supports diversity in terms of (i) soliciting nominations from a wider body of people across the city; and (ii) involving a broader range of panellists to evaluate nominations.

Any Other Significant Implications:

- 7.4 None.

## **SUPPORTING DOCUMENTATION**

**Appendices**

None

**Documents in Members' Rooms**

None

**Background Documents**

None



<b>Subject:</b>	<b>Modernising the Council – Workstyles Phase Three – Extract from the proceedings of the Special Policy &amp; Resources Committee meeting held on the 12<sup>th</sup> September 2013</b>		
<b>Date of Meeting:</b>	<b>24 October 2013</b>		
<b>Report of:</b>	<b>Head of Law</b>		
<b>Contact Officer:</b>	<b>Name: Mark Wall</b>	<b>Tel: 29-1006</b>	
	E-mail: mark.wall@brighton-hove.gov.uk		
<b>Wards Affected:</b>	All		

**POLICY & RESOURCES COMMITTEE****4.00 pm 11 July 2013****COUNCIL CHAMBER, HOVE TOWN HALL****DRAFT MINUTES**

**Present:** Councillor J Kitcat (Chair); Councillors Littman (Deputy Chair), G Theobald (Opposition Spokesperson), Morgan (Group Spokesperson), Bowden, Davey, Mitchell, A Norman, K Norman and Shanks.

**PART ONE****48. MODERNISING THE COUNCIL - WORKSTYLES PHASE THREE**

- 48.1 The Committee considered a report of the Executive Director for Finance & Resources which detailed the proposed third stage of the council's Workstyles programme. She stated that the third phase followed on from the previous two and continued to develop the Council's corporate priority to modernise the council and provide up to date technological support and an appropriate working environment for its employees. She noted that the committee had previously agreed to the two options detailed in the report being refined and brought back to the committee for consideration. She also noted that the option to do nothing had associated costs for ICT and maintenance of the buildings that had no identified funding. She stated that in bringing forward the two options, officers had concluded that there were no obvious alternative premises in the city that could be purchased and that the sale of Kings House and the improvement works to Hove Town Hall were the best way forward. It was a complex project and as much information as possible had been placed in the public domain.

- 48.2 Councillor Littman welcomed the report and stated that he believed it enabled the council to modernise its infrastructure and serve the community more effectively by investing in its workforce and IT and thereby achieving savings in the long-term.
- 48.3 Councillor G. Theobald referred to the amendment from the Conservative Group that had been circulated and which sought to change the recommendations listed in the report. He formally moved the amendment and stated that the need to modernise and the Workstyles project was supported by the Conservative Group, along with the sale of Kings House. However, the Conservative Group believed that there was a pressing need for a new primary school in Hove to meet the demand for school places, and the use of the rear of Kings House for such a school was an opportunity to be taken. He hoped that this opportunity would not be overlooked and that the provision of a new school in an excellent position to serve the residents of Hove could be considered as a priority.
- 48.4 Councillor A. Norman formally seconded the amendment and stated that the provision of a primary school on the Kings House site would mean that it had excellent accessibility, the traffic movement was likely to be no greater than that currently and there were no other sites anywhere nearby that could accommodate the a new school.
- 48.5 The Chair noted the comments and asked the Executive Director for Children's Services to clarify the position in regard to the number of school places that were being sought.
- 48.6 The Executive Director for Children's Services stated that for the last school year, a total of 52 children who resided within a 1 mile radius of Kings House had been directed to schools elsewhere across the city. It was anticipated that numbers would fall over the next few years and that a peak had been reached. He acknowledged that there was still a pressure for places in Hove and that this would be given further consideration.
- 48.7 The Executive Director for Finance & Resources stated that the proposed amendment would require officers to undertake further work and report back to a future meeting. The current recommendations contained in the report were based on market research and income generated from the sale of the whole site; whereas the provision of a school at the rear of the building would mean a lower capital receipt and that would impact on the implementation of the Workstyles Phase Three proposals. She also noted that from some provisional investigations into the proposed use of the building for a school, the need to provide a double-height hall meant that it could affect the available open play space that could be provided.
- 48.8 Councillor Morgan stated that he believed the decision before the committee was a key corporate decision and one with such significance since the decision to purchase Kings House in 1996. There was a clear corporate priority to modernise and this had to include making the best use of assets. The improvements to Hove Town Hall would provide a modern flexible working environment and the sale of Kings House would enable the provision of much needed affordable housing in the city. He questioned whether the provision of a school would be achieved in time to meet the demand and therefore could not support the amendment. He believed that further work was required to identify how the demand for school places could be met but felt that it was imperative to enable the provision of more housing in the city. He also suggested that the changes would provide an opportunity to take meetings out of the city to different locations across the city and thereby open up the decision-making process and engage residents.

- 48.9 Councillor Mitchell thanked the officers involved in bringing the report forward and for the work that had been undertaken. She was aware that the changes to date in relation to phases 1 and 2 had not been easy and noted that staff affected had managed these and continued to provide services. She believed that it was right for the council to reduce in size and have a fit for purpose building in Hove Town Hall and realise the benefits from the sale of Kings House. The question of the provision of school places was difficult to grapple with and needed further consideration but it was not one that should be associated with the modernisation of the council. She therefore fully supported the recommendations and could not support the amendment.
- 48.10 Councillor Shanks stated that the question of the use of Kings House as a school building had been raised previously but it was felt that it was not the most appropriate use and would not enable the council to realise the necessary capital for investment into Hove Town Hall and the IT infrastructure that was needed. She stated that there were a number of very good schools in the city which had capacity to take more children and therefore parents should be encouraged to use these. She also noted that the forecast for pupil places was showing that a peak had been reached and that numbers were likely to decline at primary level. She therefore hoped that the recommendations contained in the report would be agreed,
- 48.11 Councillor Littman stated that he believed the amendment would result in a council asset being effectively handed over to the Government without any benefit to the council. He could not support the amendment.
- 48.12 Councillor G. Theobald stated that the need for school places was recognised by all the Groups and that the sale of Kings House provided an opportunity to address the demand and enable residents to send their children to a local school. The proposed development at the King Alfred was likely to add to the number of children seeking school places and therefore increase demand in the locality.
- 48.13 Councillor Hamilton drew the committee's attention to the number of schools and places available in Portslade and suggested that those parents living in Hove should be encouraged to use the schools in Portslade. He suggested that it would be beneficial for officers to look at the number of 4-year olds in Hove and Portslade requiring places in September next year and the number of available places that existed and to then consider if demand could be met by the existing provision.
- 48.14 Councillor Peltzer Dun referred to the report and queried whether there was a discrepancy in the proposed marketing of the site in 2014 as detailed on page 30 and in appendix 6 to the report. He also queried whether there had been any community consultation bearing in mind that the proposed changes to Hove Town Hall would result in the loss of a community facility that had been available for over 100 years and whether there would be any changes in regard to the Police accommodation.
- 48.15 The Chair stated that the Police facilities would remain in situ and that there were no proposed changes to their accommodation. He also stated that Hove Town Hall would remain as a community facility and should prove to have more flexibility as a venue. He noted that there was a need to market Kings House as an office building and that the information contained in the report and the appendix gave an indicative time frame.

48.16 The Executive Director for Finance & Resources stated that it was intended to retain the council chamber at Hove Town Hall, albeit that it would be a more flexible space to accommodate varied uses. It was intended to undertake consultations as matters progressed and as services were affected and it would include both staff and residents on a service by service basis.

48.17 The Chair stated that it was a fundamental project and he believed any delay given the budgetary pressures was questionable and he welcomed the opportunity to provide much needed affordable housing in the city. He thanked all the staff involved with the project to date and looked forward to its completion.

48.18 The Chair then put the Conservative amendment to the vote which was lost. He then put the recommendations as listed in the report to the vote which was carried.

48.19 **RESOLVED:**

1. That the findings of the updated business case and options appraisal for the two previously shortlisted options for implementing Workstyles Phase Three (Option A and B) as detailed in the report be noted;
2. That the risks and financial liabilities associated with the “no change” Option C as detailed in the report be noted;
3. That the implementation of Workstyles Phase Three through Option A which incorporates the refurbishment of Hove Town Hall to modern environmental and technological standards and the re-location of the remaining services and staff from Kings House be approved;
4. That delegated authority be granted to the Executive Director for Finance & Resources to commence appropriate engagement and communications and to implement the works associated with Option A in full;
5. That the following be agreed:
  - i) the disposal of the freehold of Kings House;
  - ii) the grant of long leases in respect of 76-79 and 80 Buckingham Road; and
  - iii) lease areas of Hove Town Hall associated with Option A, on terms to be negotiated by the Valuer and Head of Law.
6. That the Executive Director for Finance & Resources be authorised to use her delegated authority to approve the detailed terms of the disposals referred to in recommendation (5) above, provided that they are certified to be the best consideration obtainable by the Valuer and that the Head of Law be authorised to complete all necessary documentation required in connection with such disposals.

Note: Councillors G. Theobald, A. Norman and Peltzer Dunn wished their names recorded as having voted for the amendment and then against the recommendations contained in the report.



**49. ITEMS REFERRED FOR COUNCIL**

- 49.1 Councillor G. Theobald requested that Item 48, Modernising the Council – Workstyles Phase Three be referred to the Council meeting in October for information.
- 49.2 **RESOLVED:** That Item 48 on the agenda and the decision taken be referred to the Council meeting on the 24<sup>th</sup> October 2013 for information.



**NOTICE OF MOTION****INDEPENDENT MEMBER****PARTNERING WITH FAITH GROUPS IN THE CITY**

“In June 2013 a report called <sup>1</sup>**Faith in the Community** was published by the ‘Clearing the Ground’ committee of inquiry itself launched in 2012 by Christians in Parliament, an official All-Party Parliamentary Group (APPG).

For UK faith groups the closest interaction that they have with government processes and institutions is at a local level. It is therefore important to understand how local authorities and faith groups work together, what they do and what barriers and benefits exist. The report explores these dynamics in order to promote closer and more fruitful relationships in the future.

In summer 2012 a survey was sent to all local authorities in England, Scotland and Wales that sought the perspectives of local authorities on their knowledge of and interaction with faith groups. From the 155 responses (which did not include Brighton & Hove City Council) it was clear that the engagement, for example, between churches and local authorities is often strong, fruitful and delivering much-needed support for our communities.

The areas that the report covers include identifying what faith groups do, how local authorities relate to faith groups, religious literacy (i.e. understanding why faith groups do what they do and addressing presumptions and prejudices that can restrict effective partnership), barriers to engagement between LAs and faith groups, and benefits for LAs of working with faith groups.

The 2011 census reports that nearly 48% of Brighton & Hove identifies with a faith (43% specifically as Christian). So almost half our population is potentially directly connected by a motivation that is outward-looking, freely-giving and therefore very generous. The potential benefits for the city that could be derived from faith groups, if a greater sense of collective partnership were cultivated with the council than at present for the wellbeing of everyone, is worth pursuing.

Whilst this council recognises the tremendous community and voluntary sector that exists in our city which, as the governing authority, we must continue to support, it also wishes to draw urgent attention to a collective resource that it is not felt is fully appreciated and engaged.

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<sup>1</sup> <http://www.christiansinparliament.org.uk/publications/>

There are many and varied faith groups in our city and whilst a good proportion of them are evidently involved in wonderful works of service (very often without financial help) it is surely not the case that we are seeing or experiencing anywhere near the full force of input by such groups, the majority of whom are Christian.

This council, therefore, agrees:

- a) To acknowledge the important role played by faith groups within the community and voluntary sector in the city, and the services they provide to secure the wellbeing of many citizens especially in the difficult economic environment within which we live.
- b) The council has not been as forthcoming as it might in building relationships with faith groups and exploring partnerships of mutual benefit whilst recognizing and respecting their unique motives for serving and the motivations that inspire service towards others.
- c) That particularly in light of the Financial Inclusion Strategy adopted in March 2013, there should be a more formal, transparent and public demonstration of partnership working with faith groups both in terms of ongoing policy and of external communications as well as practical engagement.
- d) To introduce a new Member role of Champion for Faith Groups, in order to cement this partnership so that, irrespective of changing administrations, relationships and initiatives can continue and grow.
- e) To appoint a Member to the role with immediate effect.”

Proposed by: Cllr Summers

Seconded by: Cllr Simson

Supported by: Cllrs Barnett, Mears, Peltzer Dunn, G. Theobald, Wells, Cox, Wealls, C. Theobald, A. Norman, K. Norman, Smith, Bennett, Pidgeon, Brown, Hyde and Janio.

**NOTICE OF MOTION****LABOUR & CO-OPERATIVE GROUP****SMALL BUSINESS SATURDAY**

“The council notes the upcoming Small Business Saturday, due to be held on Saturday 7<sup>th</sup> December at the peak of the Christmas shopping season, as an excellent opportunity to showcase the hundreds of excellent independent smaller businesses across the City of Brighton and Hove.

The independent campaign, which has received backing from American Express who started the equivalent campaign in the US, has the backing of a wide range of business organisations including the Association of Convenience Stores, the Association of Town and City Management, the British Chamber of Commerce, the Federation of Small Businesses and the Forum for Private Business.

The Council notes that Small Business Saturday could play a key role in reversing the recent downturn in trade that many smaller businesses across the city are suffering from as the result of changes to parking charges and on street parking schemes.

This Council resolves:

- 1) To ask the Chief Executive and Lead Officers to ensure the authority participates fully in Small Business Saturday on 7<sup>th</sup> December 2013;
- 2) To request that officers work closely with local business organisations and smaller enterprises across the City to make them aware of the day and help them participate in it; and
- 3) To request that officers ensure the authority promotes Small Business Saturday via the Council’s websites, social media and other external communication tools.”

Proposed by: Cllr Morgan

Seconded by: Cllr Robins

Supported by: Cllrs Mitchell, Fitch, Hamilton, Carden, Farrow, Pissaridou, Gilbey, Lepper, Marsh, Wilson, Daniel and Meadows.



**NOTICE OF MOTION****LABOUR & CO-OPERATIVE GROUP****HIGH STRENGTH ALCOHOL BAN**

“The Council notes the impact that cheap and easy availability of high strength alcohol has on anti social behaviour across the City, and that recent media reports suggest that some off licences are selling beers and ciders that contain in one bottle more units of alcohol than the guideline recommended weekly intake levels.

This Council notes the success that other local authorities, most notably Ipswich, have had in introducing a voluntary ban on high-strength alcohol, which saw anti social behaviour reduced across the town by nearly 50%.

This Council acknowledges the work that has begun on tackling this locally and recognises the importance of accelerating this activity.

This Council resolves:

- 1) To request the Licensing Committee to convene a Working Group with local businesses to examine the feasibility of introducing a voluntary ban on the sale of beer, cider or lager with an alcohol by volume of over 6.5% across Brighton and Hove off licences;
- 2) To request that officers investigate what incentives, such as offering free variations to licences for licensees that choose to formalise this arrangement, can be offered to local businesses to encourage participation in the scheme; and
- 3) That subject to the Licensing Committee agreeing to (1) above, request that the Working Group report back on progress on this initiative to the March 2014 Licensing Committee Meeting.”

Proposed by: Cllr Lepper

Seconded by: Cllr Marsh

Supported by: Cllrs Mitchell, Fitch, Hamilton, Wilson, Carden, Farrow, Pissaridou, Gilbey, Morgan, Robins, Daniel and Meadows.





<b>Council</b>	<b>Agenda Item 42(d)</b>
24 October 2013	Brighton & Hove City Council

## NOTICE OF MOTION

### GREEN, CONSERVATIVE AND LABOUR & CO-OPERATIVE GROUPS

### EMPOWERING LOCAL COMMUNITIES

“This council notes that England has the most centralised system of government in Europe. Devolution has also brought decisions about tax and spending, and the quality of public services, closer to voters in Scotland and Wales, but not residents in England. As a result major decisions on policies such as business rates, education and taxation are taken in Whitehall, away from communities’ local knowledge and talents.

Council notes the new cross-party Local Government Association (LGA) campaign called ‘Rewiring Public Services’.

This council notes the ten proposals of the LGA’s campaign, including proposals that local agencies should be able to prevent problems rather than just pick up the pieces; that voters should be given back a meaningful say on a wider range of tax and spending decisions; and ministers’ powers should be reduced so that they cannot intervene in local democracy, boundaries and decisions

This council believes that only through decentralising and devolving power will local communities and services receive the independence and sustainability they’ve long needed.

Further, this Council:

- Supports the cross-party ‘Rewiring Public Services’ campaign; and
- Resolves to ask city’s Members of Parliament to also support the *Rewiring Public Services* campaign”

Proposed by: Cllr J Kitcat

Seconded by: Cllr Theobald  
Cllr Morgan

