

ENTERPRISE, EMPLOYMENT & MAJOR PROJECTS CABINET MEMBER MEETING

Agenda Item 55

Brighton & Hove City Council

Subject:	Economic Strategy		
Date of Meeting:	23 March 2009		
Report of:	Director of Cultural Services		
Contact Officer:	Name:	Adam Bates	Tel: 292600
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Key Decision:	No		
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 To consider and agree the Economic Strategy for Brighton & Hove produced by the Economic Partnership and covering the period 2008-2016.

2. RECOMMENDATIONS:

- 2.1 Agree the actions contained within the strategy and specifically those that require the direct support of the city council.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 There have been two previous Economic Strategies for Brighton & Hove. The last expired at the end of 2008.
- 3.2 In April 2008, the Economic Partnership commenced work on the production of a new strategy to cover the period 2008-2016 and commissioned Stepahead Research to undertake the consultation and draft the strategy.
- 3.3 The production of the Economic Strategy is a requirement of SEEDA for their investment in the Economic Partnership and the Sub-Region.
- 3.4 The purpose of the strategy is to agree a direction for the economic development of the City among the private sector, local and regional public agencies, higher and further education and others with an interest in the local economy.
- 3.5 The Strategy comes at a time when, despite a previous period of economic growth, the economy is in recession.

- 3.6 The Economic Partnership has a broad membership which attempts to represent each sector of the city's economy and consists of most of the business organisations from the City. A full list is contained at Appendix A. Members from the Administration and opposition Party have a seat on the Partnership and the Chief Executive and relevant officers also attend.
- 3.7 The strategy is a detailed document and a full version can be located here http://www.brightonbusiness.co.uk/secure/assets/ni20081207.377912_493d04fa29.pdf . A copy of the action plan is attached at Appendix B.
- 3.8 The Strategy ensures good links with existing local plans and strategies. Specifically it supports all LAA Economic Indicators (NI179, 117, 152 and 163, L1-L4), it supports Corporate Plan priorities 1.1-1.6 and it aligns with the recommendations of the City Employment & Skills Plan and Reducing Inequalities Review and its spatial action plan supports the emerging Local Development Framework.
- 3.9 Within the three strategic themes of the document (Distinctiveness, Ambition and Reducing Inequality) there are a number of clear aims as follows:
- 3.9.1 Increase Employment. Our forecast population growth will require 8,000 new jobs by 2016 to remain at our current employment rate and up to 16,000 new jobs to reach an 80% target. We also have 25,000 individuals of working age in the City who are not in receipt of an unemployment benefit and therefore it is necessary to: increase the number of jobs; assist those furthest from the labour market into employment and reduce unemployment to at least the regional average.
- 3.9.2 Support Growth Sectors: 27% of the workforce is in the public sector, 30% in finance and business services and 20% in tourism, retail & hospitality and approximately 10% in creative industries. Therefore it is necessary to increase the breadth of the economic base to avoid an over-reliance on a few dominant sectors; and prioritise the fastest growing creative industries and digital media sector.
- 3.9.3 Increase the Value of Local Jobs: The City's average wage for workers and GVA are both below the regional (*latest GVA is actually on a par with the national average but still below regional*) averages and we produce 7000 graduates every year. It is therefore necessary to bring the City's GVA up to the regional average; improve the value of local jobs; provide more graduate level jobs thus freeing up entry level positions currently occupied by graduates; and increase the skills of workers at all levels.
- 3.9.4 Use the Universities to Support Growth: Our 2 Universities combined would be the 4th largest in the country and are world renowned in many respects. Therefore it is necessary to improve the links between the Universities and Colleges and Business; and to develop a SEEDA funded Innovation and Growth Team to help high growth businesses to exploit innovation.

- 3.9.5 Ensure School Leavers are Employment Ready: NVQ2 attainment is good in many schools but overall we are below the national average. Employers clearly require school leavers to be employment ready with good basic skills and it is therefore necessary to increase NVQ2 attainment in those secondary schools that currently underperform; improve collaboration between our schools and business and support the development of Falmer Academy.
- 3.9.6 Ensure The Right Mix of Housing and Employment Space: Housing in the city is expensive and family housing in short supply. We also have 1/2m square metres of commercial space in the City but only 10% of it is classified as 'high quality'. It is therefore necessary to improve the supply of affordable housing and continue to bring empty properties back into use; provide new office space and re-furbish older stock; and use commercial development to assist the regeneration of local areas such as London Road.
- 3.9.7 Keep and Support What is Best: The City's architecture, heritage, culture and independent retail offer are all recognised as valuable to valuable assets that benefit the local economy. The development of the Brighton Centre in 1977 stopped the City's visitor economy from failing. It is therefore necessary to support the provision of new retail space, the expansion of Churchill Square linked to the Brighton Centre redevelopment; make good use of sites such as the Old Post Office; and support continued regeneration of the Seafront as the City's shopwindow continuing its current emphasis on sport, art and recreation.
- 3.9.8 Keep the City Moving: It is recognised that in many respects transport is generally good especially within the city but that east-west links outside the city whether by road or rail, could be better. Demand for parking space at peak times is also difficult to meet. It is therefore necessary to keep the City moving using the most sustainable means; and improve transport links into and out of the City.
- 3.9.9 Work With the Functional Economic Area: The Sussex Coastal Diamond has Brighton & Hove at its core. The functional economic area determined by travel to work patterns, housing markets, retail catchments etc probably extends from Worthing to Newhaven to Crawley taking in Adur and a large part of Lewes. It is therefore necessary to work collaboratively with functional economic area partners.
- 3.10 A Members Workshop took place on the 20th January at which a presentation on the Economic Strategy was made by the Executive Director of the Economic Partnership. The Interim Head of Economic Development also presented the Strategy to Conservative Group on the 5th January.
- 3.11 The Strategy also takes account of emerging priority sectors for the City and its business future including 'Environmental Industries', 'Social Enterprise' and 'Digital Media'.

- 3.12 It is also worth highlighting that this report is coming forward at the same time as a report on Business Retention and Inward Investment. Consultants delivering both pieces of work have collaborated and conducted joint consultation and the conclusions of both pieces of work, though distinctive, are consistent.
- 3.13 The Economic Partnership has adopted the strategy and will drive the action plan, monitoring progress and reporting this back to the Economic Partnership.
- 3.14 The Strategy is due to be considered at the April meeting of Culture, Tourism and Enterprise Overview and Scrutiny Committee.
- 3.15 The reporting structure for monitoring the progress of the Strategy is identified in the document as follows:
- 3.15.1 The staff of the BHEP will have day to day responsibility for promoting and delivering the strategy.
- 3.15.2 The BHEP Chairman and Executive will drive the action plan and the vision set out in the strategy.
- 3.15.3 Each action area will exploit the expertise of BHEP members who will work with the BHEP staff in the delivery of the action plan.
- 3.15.4 The Executive Director of the BHEP will report at each Board meeting on the progress made against each action and the aims of the strategy. This progress report will be a standing item on the agenda at the start of each meeting.
- 3.15.5 A copy of the minutes from the quarterly BHEP meetings will be posted on the Brighton Business website.
- 3.15.6 Progress of the overall action plan will be updated at quarterly intervals using a traffic lights system to show progress and be made available to the public by posting on the Brighton Business website.

4. CONSULTATION

Wide ranging consultation was conducted by the Economic Partnership in the production of the strategy

A consultation event took place in July 2008 which sought the involvement of the business, community and voluntary sectors in the emerging strategy.

The Consultation has also sought the close engagement of stakeholders from within the Gatwick Diamond and also from SEEDA who fund the Economic Partnership and require the production of an Economic Strategy.

The membership of the Economic Partnership has continued to guide the production of the strategy at its regular meetings.

In taking forward specific actions from the Strategy there will be further member and resident consultation as appropriate on future pieces of work.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The actions contained within the Strategy are not intended for the Council alone. Where the Council is named the actions are generally contained within existing priorities and workplans with no expectation of additional investment over and above that already committed. The Strategy does however create the opportunity to align other grant funding including regional and European, towards the priorities identified and supports the alignment of existing resources from a variety of private and public sector organisations. It is further to be noted that the strategy links in with other plans and documents as outlined in section 3.8 of the report, with support for all Local Area Agreement economic national indicators to allow for good measurement of value for money.

Finance Officer Consulted: Peter Francis

Date: 9/2/2009

Legal Implications:

- 5.2 There are no direct legal implications arising from this report.

Layer Consulted: Bob Bruce Date: 3/3/2009

Equalities Implications:

- 5.3 The Strategy has not had an Equalities Impact Assessment completed. The Strategy is not produced by the council however the importance of the Strategy and the business partnership which has produced it merits formal agreement by the council to adopt the actions contained within it. In doing so and in continuing a cross-party involvement in the Economic Partnership and the monitoring of the actions full consideration to equalities implications can be exercised by members and officers attending partnership meetings.

Sustainability Implications:

- 5.4 The Strategy supports sustainable development of the economy of the City, highlighting the opportunities of environmental technology (Action D11) and the aims of reducing the city's carbon footprint and resource consumption. Specifically it supports the council's Climate Change Strategy and Sustainability Strategy (Action D13).

Crime & Disorder Implications:

- 5.5 It is not considered that there are any direct implications for crime or disorder arising from the actions contained in the Economic Strategy.

Risk and Opportunity Management Implications:

- 5.6 The Strategy and its actions provide opportunities to positively impact the council's priorities and LAA targets. The success of the strategy would have a positive effect on the City and its communities.

Corporate / Citywide Implications:

- 5.7 The economy inevitably impacts upon and is impacted by most other areas of public policy and citywide activity. The Strategy however has carefully considered all relevant and current local, regional and national policy in reaching its conclusions.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

The Strategy is produced by the Economic Partnership and while there is extensive consultation with council members and officers, it remains a product of the Economic Partnership.

It would be possible for the council to produce its own Economic Strategy for the City however this would be time consuming, would duplicate the required outputs of the economic partnership and would be unlikely to make the most of the business engagement that the Partnership already has.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 The economy of the city needs to develop and grow. This strategy, produced by the Economic Partnership, sets out a series of priorities and actions that can help achieve that.
- 7.2 This strategy also fits with all existing local and regional policy and this council should therefore agree to the actions contained within it.

SUPPORTING DOCUMENTATION

Appendices:

1. Economic Partnership Membership List
2. Economic Strategy Action Plan

Documents In Members' Rooms

1. Economic Strategy 2008-2016

Appendix A

ECONOMIC PARTNERSHIP MEMBERSHIP LIST 2008

<u>NAME</u>	<u>JOB TITLE</u>	<u>ORGANISATION</u>	<u>SECTOR</u>
Simon Fanshawe	Chair	Economic Partnership	BHEP
Tony Mernagh	Executive Director	Brighton & Hove Economic Partnership	BHEP
Eleanor Bell	Project Officer	Brighton & Hove Economic Partnership	BHEP
Bob Allison	Pro Vice Chancellor (Research)	Sussex University	Higher Education
<i>Adam Bates</i>	Acting Asst Director, Economic Development and Regeneration	Brighton & Hove City Council	Non Executive Officer
Michael Beard	Group Editor	The Argus / Newsquest	Media
Paul Bonett	Owner Chair	Bonetts Estate Agents Education Business Partnership	Residential Property
Soozie Campbell	City Centre Manager	Brighton & Hove Business Forum	Independent Retail
Christine D'Cruz	Director of Commerce	edf energy	Utilities
Michael Davis	Managing Director	Welbeck Properties	Property Development
Andrew Comben	Chief Executive	Brighton Dome and Brighton Festival	Arts/Culture
Paul Dickinson	Chief Executive	Carbon Disclosure Project	Environment
Jonathan Ericson	Partner	Baker Tilly	Accountancy
Peter Field	Lord Lieutenant of East Sussex	Lord Lieutenancy	Regeneration

Trevor Freeman	Chair	Federation of Small Businesses	Small Business Membership Organisation
Roger French	Managing Director	Brighton & Hove Bus & Coach Company Ltd.	Transport
Phil Frier	Principal	City College Brighton & Hove	Further Education
Mark Froud	Chief Executive	<i>Sussex Enterprise</i>	Regional Business Membership Organization
Darren Grayson	Chief Executive	Brighton & Hove City Primary Care Trust	Health
Phil Green	Managing Director	MD Hub	Business Support Organisation
Charles Harrity	Organiser	GMB	Trade Unions
Lisa Holloway	Chair	Creative Brighton	Creative Industries
Barry Hulyer	Voluntary & Community Sector Forum Representative	The Trust for Developing Communities	Voluntary sector/community
Phil Jones	Chief Executive	Wired Sussex	New Media
Ted Kemble	Cabinet Member	Brighton & Hove City Council	Local Authority
Alan McCarthy	Chief Executive	Brighton & Hove City Council	Non Executive Officer
Cllr Gill Mitchell	Leader of the Opposition	Brighton & Hove City Council	Local Authority
Colin Monk	Pro-Vice Chancellor	University of Brighton	Higher Education
Martin Perry	Chief Executive	Brighton & Hove Albion Football Club	Sport & Community
Peter Reason	Investor Development Manager	SEEDA	Non Executive Officer
Duncan Selbie	Chief Executive	Brighton & Sussex University Hospitals NHS Trust	Health

David Shepherd	Assistant Director - Group Environmental Strategy	The Affinity Sutton Group	Housing
Julie Stanford	President	Chamber of Commerce	Local Business Membership Organization
David Smith	Area Director	Sussex Learning & Skills Council	Education & Skills
Graham McDonald	Facilities Manager South & East Area	Lloyds TSB	Financial Services
<i>Caroline Wood</i>	Area Director, Surrey and Sussex	SEEDA	Non Executive Officer
Di Woolloff	Sussex and Surrey Area Lead	GOSE	Observer

Appendix B

The following pages contain the Area Action Plan from the Economic Strategy.

A full version of the document, including the Area Action Plan and also a Spatial Action Plan can be found in the members room and at the following URL:

http://www.brightonbusiness.co.uk/secure/assets/ni20081207.377912_493d04f0a29.pdf

It should be noted that partners listed under the 'Who' section of the Action Plan that follows are listed in no particular order and that actions themselves are not listed in order of priority.

AMBITIOUS

REF	WHAT	WHO	WHEN	LINK TO REGIONAL STRATEGY
A1	Seek agreement that the strategy provides the central vision for the city to realise its ambition to be a knowledge-based economy.	Economic Partnership, city council, Local Strategic Partnership, City Council, Business Associations, SEEDA	Short term	Forms part of central vision: by 2016 the South East will be a world class region achieving sustainable prosperity
A2	Provide the business voice and a lobbying role in response to new developments, infrastructure requirements, transport initiatives, and policy development	The Economic Partnership, Chamber of Commerce, Sussex Enterprise, business associations	Short term	Smart Growth,
A3	Develop of range of measures to support local businesses through the economic downturn (2009/10) including additional business support, actions to enhance SME cash flow, lobbying High Street banks and focussed marketing activities.	The City Council, Economic Partnership, Chamber of Commerce, Business Link, FSB, JobCentre Plus, SEEDA	Short Term	Smart Growth
A4	Increase awareness of the world of work in 14 – 19 year olds to make them “employment ready” via engagement with Secondary head teachers and closer links between schools, especially the new Falmer Academy, and businesses.	Economic Partnership, City Council, Education Business Partnership, Falmer Academy	Short term	Smart Growth

A5	In association with key employers, develop introductory courses for A* 14-15 year olds on University campuses at an early point to demonstrate the local offer.	Schools, City Council, the Universities	Short term	Smart Growth, Transformational action: Education led regeneration
A6	Deliver wider impact of the Education Business Partnership (EBP) in Brighton & Hove to work for the needs of the economy.	The City Council, EBP, the Economic Partnership,	Short term	Smart Growth, Sustainable Prosperity, Transformational action: Education led regeneration
A7	Develop clear working links between the universities and the city to provide a single point of entry for businesses to access the advice and expertise from universities easily and effectively. Raise the joint contribution of the two universities to the city's economy to £1bn	The Economic Partnership, City Council, the Universities, businesses and business support groups	Short term	Global Competitiveness, Smart Growth
A8	Create a knowledge transfer specialist post(s) to work on behalf of the two universities and to focus on incentivising the university staff to engage with business.	The Universities, Sussex Innovation Centre, SEEDA, The Economic Partnership, City council	Short term	Global Competitiveness, Smart Growth, Transformational action: Education led regeneration
A9	Identify the key technologies where research in the two universities has a global competitive advantage and establish networks to manage and maximise economic development. Develop inter-university links and joint working, particularly in key research and subject areas	Sussex Innovation Centre, the Universities, business support groups, SEEDA, The Economic Partnership	Medium term	Global Competitiveness

	(e.g. the White Rose University consortium model ¹).			
A10	Investigate mechanisms to protect intellectual property rights in Universities where a model is not already in place.	The Universities, Wired Sussex	Short term	Global Competitiveness, Smart Growth
A11	Provide flexible incubation space for university spin out businesses and move-on space within the city and progress a model for the Universities to manage this space.	The Universities, Sussex Innovation Centre, SEEDA, the City Council	Medium term	Global Competitiveness, Smart Growth
A12	Work with SME's to ensure technology advances are being used effectively to enable them to compete and to introduce cost saving flexible working practices. Install city-wide fibre optic cable network to equip businesses with access to next generation broadband.	The Economic Partnership, businesses & support groups, Business Link, Chamber of Commerce, SEEDA, City Council	Short term	Smart Growth, Transformational actions: 100% next generation broadband coverage
A13	Support the growth of the creative industries sector to become globally competitive with particular reference to digital media.	The Universities, The City Council, Wired Sussex, MD Hub, SEEDA, Sussex Innovation Centre, Creative Brighton, Brighton Music Network	Short term – Medium term	Global Competitiveness, Smart Growth
A14	Improve sporting and leisure facilities in the city and exploit the business opportunities	The city council, Sport England, the Economic	Short term - Medium term	Sustainable Prosperity, Transformational actions: Making the Most of 2012

¹ The White Rose University Consortium is a strategic partnership between Yorkshire's leading research universities of Leeds, Sheffield and York. The combined research power of the three institutions ranks alongside that of the Universities of Oxford and Cambridge and accounts for 86% of the region's research spend. www.whiterose.ac.uk

	presented by the 2012 Olympic Games.	Partnership		
A15	Establish Social Enterprise Incubation Centre(s) in the city.	The Business Community Partnership, the City Council, The Economic Partnership	Short term	Smart Growth, Sustainable Prosperity
A16	Establish a (SEEDA funded) cross-boundary pan Sussex Innovation & Growth Team (IGT) to service the needs of the city involving the universities and other relevant agencies in its design and operation.	The Economic Partnership(s), SEEDA, The Universities, Sussex Innovation Centre, MDHub, Wired Sussex, the city council, Chamber of Commerce, Business Link, Business Link	Short term	Global Competitiveness, Smart Growth
A17	Bring forward development sites to satisfy the need for commercial space and new homes exploring alternative means e.g. through special delivery vehicles etc. (<i>also refer to spatial action plan</i>)	City Council, SEEDA, The Economic Partnership, developers	Medium term	Smart Growth
A18	Develop of a user-friendly City Council planning service capable of rapid determination of applications and encourage constant dialogue between City Planning, the wider business community, commercial agents and developers.	The Economic Partnership, city council, commercial agents and developers	Short term	Smart Growth
A19	Nurture strategic business links with East Sussex and West Sussex to develop a Diamond for Growth & Investment on the	The Economic Partnership, City Council	Medium term	Smart Growth, Spatial Approach

	Sussex Coast and develop strategic links with other Diamonds for Growth locations especially Gatwick Diamond.				
A20	Enhance connectivity through improved transport links along the coast east and west and north to Gatwick & London. Deliver suitable Park & Ride site(s) on the edge of the city and mechanisms for decreasing city centre congestion.	City Council, transport operators, SEEDA.	Short term – Medium term	Smart Growth	

DISTINCTIVE

REF	WHAT	WHO	WHEN	LINKS TO REGIONAL STRATEGY
D1	Maintain the highest standards of design and maintenance in the public realm especially in areas of high density and in the core city centre and exploit opportunities for further pedestrian prioritisation.	The city council, Brighton BID Ltd, business associations, Brighton & Hove Business Forum	Short term to Medium Term	Sustainable Prosperity
D2	Develop, protect and diversify the retail offer within the city, in particular working with the local authority to develop Churchill Square as part of the Brighton Centre redevelopment scheme.	The city council, Standard Life, businesses associations, the Economic Partnership	Medium term	Sustainable Prosperity
D3	Extend the city's Business Improvement District (BID).	Economic Partnership, Brighton & Hove Business Forum, City	Medium Term	Smart Growth

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

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

	Sustainability Strategy to the business community to reduce the city's carbon and water footprints.	Council, Local Strategic Partnership, Chamber of Commerce, business associations, the City Sustainability Partnership, Southern Water	Short Term	Spatial Approach: Greater South East
D14	Identify a European city with similar economic profile to Brighton & Hove to act as a key partner for knowledge exchange and the development of shared approaches to common challenges.	The Economic Partnership, City Council		
MORE EQUAL				
REF	WHAT	WHO	WHEN	LINKS WITH REGIONAL STRATEGY
R1	Reduce NEET rates of 16-18 year olds.	City Council, FE institutions, Job Centre Plus, Education Business Partnership	Medium term	Smart Growth, Sustainable Prosperity, Transformational action: Education led regeneration
R2	Promote the Skills Pledge that commits employers to train staff to a full Level 2 qualification (5 x GCSEs at A* - C grade or equivalent) & promote Train to Gain and Skills Accounts to local employers.	Education Business Partnership, The Economic Partnership, City Council	Short Term	Smart Growth, Transformational action: Education led regeneration
R3	Use the city's construction programme to provide employment and training opportunities	The city council, developers	Short Term - Medium Term	Smart Growth, Transformational action: Education led regeneration

	for those furthest from the labour market.				
R4	Promote and assist employers to establish Local Employment Partnerships (LEPs) and apprenticeship schemes and to take advantage of new flexibilities introduced into the Train to Gain scheme.	The Economic Partnership, SEEDA, City Council, Business Link, Sussex Employment & Skills Board, Job Centre Plus	Short Term	Smart Growth	
R5	Establish a Local Delivery Vehicle for improving the stock of social housing. Use the allocation of social housing to encourage mixed tenure and address issues of worklessness via job seeker compacts and skills training agreements linked to tenancies for social housing.	City Council, Strategic Housing Partnership	Short term	Smart Growth, Sustainable Prosperity	
R7	Support the city's Third Sector organisations to contribute towards economic prosperity	The City Council, Brighton & Hove Community & Voluntary Sector Forum	Short Term	Smart Growth, Sustainable Prosperity	
R8	Develop a range of low cost home ownership options to assist householders to become homeowners.	Strategic Housing Partnership, City Council	Short term	Smart Growth, Sustainable Prosperity	
R9	Increase the supply of affordable homes and family homes in the city available to the workforce	City Council, Strategic Housing Partnership, developers.	Medium term	Smart Growth, Sustainable Prosperity	

